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MENTAL CATEGORY
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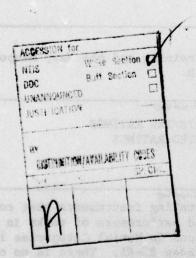
WORKER-ORIENTED RATINGS JOB-ORIENTED RATINGS

Worker-oriented and job-oriented supervisor rating instruments that could be used to evaluate the elements of behavior and performance of tasks in a job were developed. The job performance of persons in Mental Categories 1-4 was assessed in a variety of Navy jobs in pay grades E3-E5. There is no clear evidence that persons in lower mental categories are less effective either in the rated quality of their performance or in the number and characteristics of the duties they perform. Supervisors perceive the most effective job

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PERFORMANCE OF MEN IN DIFFERENT MENTAL CATEGORIES:

2. Assessment of Performance in Selected Navy Jobs

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> Final Technical Report 78-1

> > September 1978

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SUMMARY

This study was undertaken to determine the proficiency of men of different mental abilities in selected Navy jobs. Worker-oriented and job-oriented supervisor rating instruments that could be used to evaluate the elements of behavior and performance of tasks in a job were developed in the first phase of the research. In the second phase, the job performance of persons in Mental Categories 1-4 in pay grades E3-E5, was assessed in a variety of Navy jobs.

There is no clear evidence that persons in lower mental categories are less effective either in the rated quality of their performance or in the number and characteristics of duties they perform. Overall, there is a trend for job incumbents in Category 4 to receive slightly higher ratings. In the jobs studied, supervisors perceive the most effective job incumbents in pay grades E3 and E4 to be persons in either the highest or lowest mental categories. They perceive persons in the lower mental categories to be the most effective job incumbents in Grade E5. This pattern may be interpreted in terms of (1) the relative importance of technical (skill and knowledge) factors and non-technical (e.g., motivation) factors in job performance and their influence on ratings of performance, and (2) selective processes which favor the acquisition and retention of effective performers in the lower mental categories.

The task level worker-oriented and job-oriented rating items have more favorable properties for assessing performance than the Performance Evaluation Report used operationally in the Navy. These items however are still subject to bias effects. Leniency and halo increase with pay grade, a factor that must be controlled in all analyses that seek to determine the relationship between ratings and other variables. A correlational analysis of relationships among worker-oriented items common to all jobs revealed little discrimination among tasks.

ACKNOWLEDGEMENTS

We wish to thank Dr. Russell Richards who acted as statistical consultant to the project.

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The research was accomplished at HumRRO, Western Division, Carmel, California; Dr. John E. Taylor is the Division Director.

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INTRODUCTION

BACKGROUND

With the advent of an All-Volunteer Force, there has been a general reduction in the number of persons of higher mental aptitude who have entered the military services. At the same time an ever-increasing complexity of weapons systems coupled with a need to reduce military costs has made it necessary to maximize the flexibility and effectiveness of military personnel. While a number of studies have shown that men of lower mental ability often perform effectively both during training and on the job (Vineberg & Taylor, 1972; Weingarten, et al, 1972) an understanding of how men of varying aptitude perform remains fragmentary. For example, earlier studies have not examined performance with regard to the wide range of processes, activities and relationships that can be encountered in many jobs. They do not show that persons of limited ability will be equivalent to persons of higher ability if an unrestricted range of job requirements is considered. There is therefore a critical need for information about how men of differing aptitude perform in different kinds of jobs and how they perform in different types of tasks within jobs.

This study was undertaken to develop information about the proficiency of men of different mental abilities in selected Navy jobs² and to determine the characteristics of tasks that are associated with effective and ineffective performance. The research has been conducted in two phases. The first phase was devoted to the development of supervisor rating instru-

Personal communication, Dr. Eli Flyer, Defense Manpower Data Center

In the Navy, the term rating is used to refer to an occupational specialty or to closely related jobs. Since this report deals with the use of rating instruments to evaluate job performance, the use of the term rating to refer to both jobs and instruments would inevitably create confusion. The term Navy jobs is used hereafter to refer to what would ordinarily be called Navy ratings.

ments that could be used to evaluate performance in the elements and tasks of a job (Vineberg & Taylor, 1976). In the second phase, the subject of this report, the performance of men in a variety of Navy jobs and pay grades was assessed.

TWO TYPES OF ITEMS FOR ASSESSING PERFORMANCE

Supervisor rating instruments designed in Phase I were composed of items at a task level of specificity and described numerous kinds of potential job activities and behavior. Two types of items were used, job-oriented items and worker-oriented items. These items are based on different approaches to analyzing the requirements of jobs, a distinction that has been made by McCormick (1972). Job-oriented items reflect the technological requirements of performance. They describe the performance of specific tasks or the use of particular equipment or the quality of specific job products. For example, a job-oriented item might require a supervisor to evaluate how effectively a person drafts business letters or trouble-shoots ignition systems or organizes stock control functions. A worker-oriented item on the other hand describes the performance of generalized human behaviors and functions. For example, a worker-oriented item might measure how effectively a person analyzes information from written sources, how consistently he follows prescribed procedures, how proficient he is in the use of simple hand tools, or how effective he is in interacting with subordinates.

SUMMARY OF PHASE I

Specimen Navy jobs were selected for the study based on the following requirements:

Highly Populated. Each job should have relatively large numbers of men assigned to it so as to provide an adequate sample for the study. This would increase the practical use of any findings that might prove to be specific to the jobs studied.

- Representation of Different Job Characteristics. The jobs, taken together, should cover as broad a range as possible of job types and task complexity.
- Highly Populated with Low Aptitude Men. To the extent possible, jobs should be selected in which reasonably large numbers of lower aptitude men are assigned.
- Availability of Navy Occupational Task Analysis Program (NOTAP)
 <u>Data</u>. Job inventory data should be available if possible to describe job requirements.

The following specimen jobs were selected:

Aviation Boatswain's Mate

Equipment (ABE)
Fuel (ABF)
Handling (ABH)

Aviation Ordnance (AO)

Electrician's Mate (EM)

Hull Maintenance Technician (HT)

Interior Communication (IC)

Mess Management Specialist (MS)

S2 Division S3 Division

Storekeeper (SK)

The jobs selected were analyzed using a modified form of the Position Analysis Questionnaire (PAQ) (McCormick, et al, 1969). This instrument is a structured job analysis questionnaire that is used to describe worker-oriented requirements of jobs. In the selected jobs, important and frequently occurring elements were identified to provide the basis for the subsequent development of worker-oriented rating items. Items were constructed with seven-point rating scales and assembled into separate forms called the Performance Analysis Inventory (PAI) for each job.

Analysis of the MS job subsequently revealed somewhat different duties for men assigned to an S2 Division billet (officer's mess) and for men assigned to an S5 Division billet (enlisted mess). These billets were treated as different jobs for the remainder of the study.

Job-oriented items were developed based on task inventory data for aircraft carrier billets furnished by NOTAP. As in the PAI, items were constructed with seven-point scales. They were assembled into forms referred to as the Task Proficiency Inventory (TPI) separately for pay grades E3, E4, and E5 in each job with the exception of EM, HT and IC.

In field trials of the two rating instruments, performance evaluation data were obtained for a total of 569 job incumbents in the ten jobs. For comparison purposes, performance evaluation marks from the Performance Evaluation Report (PER), the rating instrument used operationally in the Navy, were obtained from personnel files.

Within the limits of a comparison of experimental and operational data, both the PAI (worker-oriented items) and the TPI (job-oriented items) revealed less leniency and halo effects, and better discrimination, than the PER.

Based on data from the field trials, redundant items (similar content and high intercorrelation) were rewritten as single items. Items were deleted that either were found to measure infrequently performed activities or failed to discriminate among job incumbents.

Contract Contract

Lack of NOTAP data precluded the development of job-oriented items for these jobs.

DESCRIPTION OF THE RATING INSTRUMENTS USED IN PHASE II

Worker-oriented items from the PAI were assembled into a separate instrument for each job. In all jobs except EM, HT, and IC, job-oriented items from the TPI were assembled into two instruments for each job: one for pay grade E3/E4 combined and one for pay grade E5. (See Table 1). For ease of administration, the PAI-derived and TPI-derived instruments were combined into a single questionnaire for these jobs. To control order effects, half the questionnaires were assembled with job-oriented items appearing first, and the other half, the reverse. Sample performance rating items are shown in Table 2. Copies of the instruments are provided in Appendix A.

TABLE 1

Number of Worker-Oriented & Job-Oriented Items in Rating Forms for Different Navy Jobs & Pay Grades

Navy Job	Worker-Oriented	Job-Orie	Job-Oriented		
		E3/E4	E5*		
ABE	47	34	49		
ABF	42	32	42		
ABH	47	24	34		
AO	37	25	33		
EM	43	_	-		
HT	41	-	-		
IC	42	_	-		
MS-S2 Div.	33	28	44		
MS-S5 Div.	31	42	49		
SK	26	23	31		

^{*}Job-oriented items for E5 consisted of those for E3/E4 plus additional items.

TABLE 2

Sample Job-Oriented & Worker-Oriented Performance Rating Items (ABH E3/E4)

Job-	Orie	nted								
	Ver Eff	y ective		A	verage			ery neffective	Never Has to	
		7	6	5	4	3	2	1	X	
		Direct	ing a	ircraft ircraft	using during	standar respot	d airci	raft taxi s	signals or	
	П	Acting wings,			server	during	aircra	ift movemen	nt (walk	
	П			bars to	aircr	aft.				
	口			ng in "h			11s.			
Work	er-O	riented								
	per ers	form op	erations have	ons not	requir	ing gre	at accu	racy: pai	(Tools use int chippers sanders and	, scrap-
	Exc	eptiona d	11y	Sat	isfact	ory		ceptionall	y Never Has to	
		7	6	5	4	3	2	1	X	
				ty of wor		n perfo	rming u	ınder <u>time</u>	pressure.	(Launch-
	Exc	eptiona d	11y	Sat	isfact	ory		ceptionall or	y Never Has to	
		7	6	5	4	3	2	1	X	

TABLE 2 (Continued)

Reasoning in situations where procedures are not completely specified. (Deciding on the most appropriate action to take in non-routine situations, using common sense to complete tasks, applying principles that have been learned to solve problems, etc.)

Exceptionally Good		Sat	isfacto	ry	Ex Po	Never Has to	
7 6		5	4	3	2	1	X

Getting job information by reading written materials. (Spot sheets, guidelines on training, etc.).

Exceptionally Good		Sat	Satisfactory			Exceptionally Poor		
7	6	5	4	3	2	1	X	

The worker-oriented items were classified into six categories, some of which are similar to the divisions used by McCormick, et al, in the PAQ.

Nineteen of the worker-oriented items appeared in the rating instruments for all jobs. Thirteen of these common items were in the category Work Habits, three were in Cognitive Processes, and three were in Obtaining and Observing Job-Relevant Information.

A matrix of worker-oriented items for each job appears in Appendix B. It lists an abbreviated version of each item, the item categories, and the common items.

The server of th

TABLE 3

Number of Worker-Oriented Items by Category in Rating Forms for Different Navy Jobs

Navy Job	Tools & Equipment	Hand/Arm Manipulations	Coordi- nation	Work Habits	Cognitive Processes	Obtaining & Observing Information
ABE	7	3	3	15	9	10
ABF	4	1	· 1	15	7	14
ABH	8	2	1	16	7	13
AO	5	3	1	15	5	8
EM	11	3	1	14	8	10
нт	6	6	2	13	5	9
IC	6	4	1	15	7	9
MS-S2 Div	. 4	2	_	13	5	9
MS-S5 Div	. 3	1	2	14	6	7
SK	" 1	2	-	13	7	3

DATA COLLECTION

PROCEDURE

Supervisor ratings of the performance of men in the ten jobs were obtained aboard the USS Enterprise in September, 1977; aboard the USS Constellation in January, 1978; and aboard the USS Lexington in April, 1978.

On each ship all available incumbents in each job in pay grades E3-E5 were identified. Their immediate supervisors reported to a quiet location, e.g., Ready Room, and were briefed on the purpose of the study. They were told that the evaluations they were about to provide would be used solely for research purposes and would not become a matter of record. The rating forms were then filled out. They required about 20 minutes to complete. Each supervisor provided evaluations of from three to five subordinates. The order of presentation of worker-oriented and job-oriented items was controlled by alternating the two forms of the questionnaire. Each supervisor also prepared a Performance Evaluation Report (NAVPERS 792), the rating instrument used operationally in the Navy, for each subordinate.

The Performance Evaluation Report (PER) consists of ten-point scales for rating the following five characteristics: Professional Performance, Military Behavior, Leadership and Supervisory Ability, Military Appearance, and Adaptability.

Following the collection of evaluation data, AFQT scores were obtained from personnel files to determine each incumbent's mental category.

Where AFQT scores were not available, Basic Test Battery scores (GCT + ARI + MECH) or ASVAB scores (WK + AR + SP) were used to estimate AFQT.

SAMPLE SIZE

Performance evaluation data were obtained for a total of 993 job incumbents in the ten Navy jobs. The combined sample is displayed in Table 4.

TABLE 4
Sample Size by Navy Job, Mental Category
& Pay Grade

Navy Job	Mental Category*		y Grade		Total
		E3	E4	E5	
ABE	1	2	0	1	3
	2	10	15	11	36
	High 3	20	12	4	36
	Low 3	12	14	3	29
	4	6	2	6	14
ABF	1	1	0	0	1
	2	14	12	2	28
	High 3	8	6	4	18
	Low 3	10	11	4	25
	4	2	4	1	7
АВН	1	1	1	0	2
	2	6	4	1	11
	High 3	8	9	4	21
	Low 3	10	7	2	19
	4	8	8	8	24
AO	1	1	1	0	2
	2	13	9	10	32
	High 3	11	13	5	29
	Low 3	16	10	6	32
	4	8	2	2	12
ЕМ	1	9	3	6	18
	2	19	25	31	75
	High 3	15	17	8	40
	Low 3	8	10	4	22
	4	6	9	0	15

^{*}Mental Categories in this and subsequent tables refer respectively to AFQT range: 93-99, 65-92, 50-64, 31-49, and 0-30.

TABLE 4 (Continued)

Navy Job	Mental Category		Pay Gra	ide	Total
		E3	E4	E5	
нт	1	2	1	0	3
	2	20	12	12	44
	High 3	25	13	8	46
	Low 3	18	15	5	38
	4	4	3	6	13
IC	1 2 High 3 Low 3 4	2 14 4 6	0 21 6 4 1	0 13 1 0 0	2 48 11 10 1
MS-S2	1	0	0	0	0
	2	8	3	0	11
	High 3	9	6	1	16
	Low 3	14	8	1	23
	4	1	14	17	32
MS-S5	1	0	0	0	0
	2	3	4	0	7
	High 3	12	6	1	19
	Low 3	12	2	1	15
	4	4	9	34	47
SK	1	0	.0	0	0
	2	8	3	2	13
	High 3	5	4	0	9
	Low 3	7	5	4	16
	4	5	8	3	16

The low number of cases in many cells severely limits the kinds of analysis that can be undertaken. The Navy did not provide access to any additional aircraft carriers for data collection.

DATA ANALYSIS AND DISCUSSION

CHARACTERISTICS OF THE INSTRUMENTS

The extent to which rating instruments can provide useful information about the capabilities of job incumbents depends upon their characteristics as measuring instruments: their capacity to detect differences in job performance among different persons, their sensitivity to different aspects of job performance within the same individual, and their resistance to biasing effects of leniency and halo which can mask differences among and within individuals. Leniency refers to the tendency of raters to give overly favorable evaluations in response to social and other pressures. Halo refers to the tendency to allow overall impressions to influence the evaluation of individual traits and specific characteristics of performance.

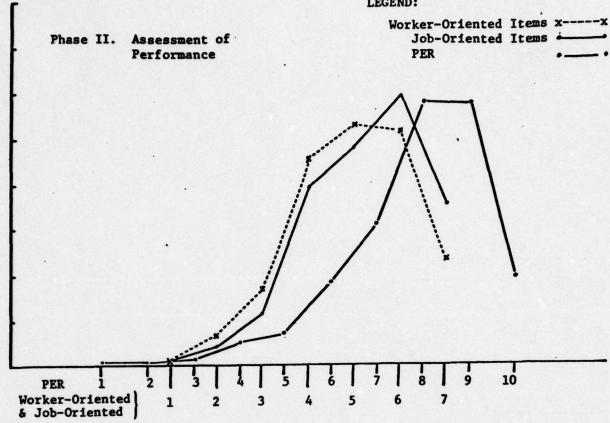
Figure 1 shows frequency distributions of scale value usage for worker-oriented items, job-oriented items, and for the Performance Evaluation Report (PER). Data obtained in Phase I (Development of Instruments) is also plotted to indicate the stability of the distributions, which is rather striking. Worker-oriented items consistently show less leniency and a more normal distribution than job-oriented items, which in turn possess more favorable characteristics than the PER.

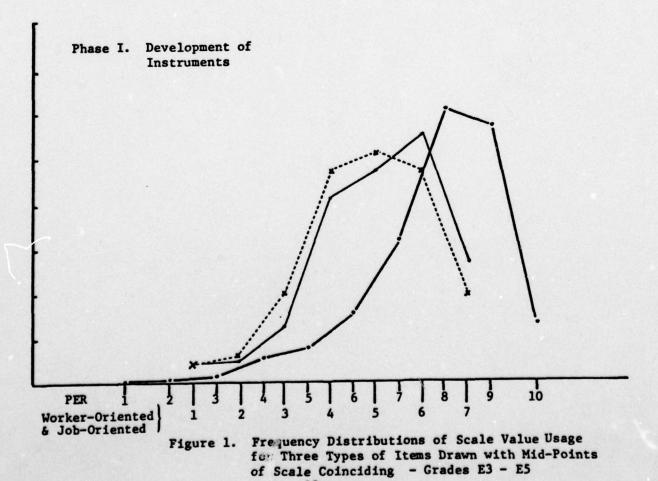
In Phase I, the PER had not been administered as part of the study.

Instead, PER scores, based on ratings by unknown supervisors, were extracted from personnel records. The use of operational data, rather than the characteristics of the instrument itself, could account for the more highly

Mid-points for distributions based on items with seven-point scales (worker-oriented, job-oriented) and ten-point scales (PER) have been set at the same position on the X-axis to permit comparison and avoid the distortion that would occur if either scale were expressed in terms of the other.







skewed distribution that was obtained in phase I. In Phase II, the PER was completed by the same supervisors who provided the worker-oriented and job-oriented ratings with the understanding that the information obtained would only be used for research purposes and not be seen by Navy personnel. Thus a more legitimate basis was provided for comparison of the operational instrument to the experimental scales. Though there appears to be slightly less skew in the confidential PER of Phase II, the greater bias of the instrument as compared to the experimental scales remains.

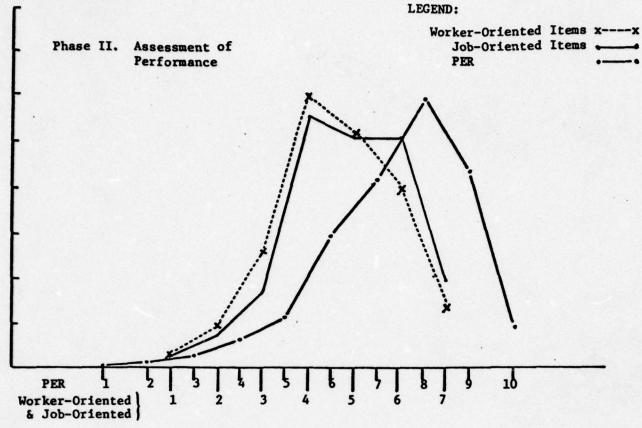
Figures 2, 3, and 4 show frequency distributions for pay grades E3, E4, and E5 separately. Skewness increases with pay grade in all of the rating items, though worker-oriented items consistently display less leniency than job-oriented items, and both display more favorable characteristics than the PER.

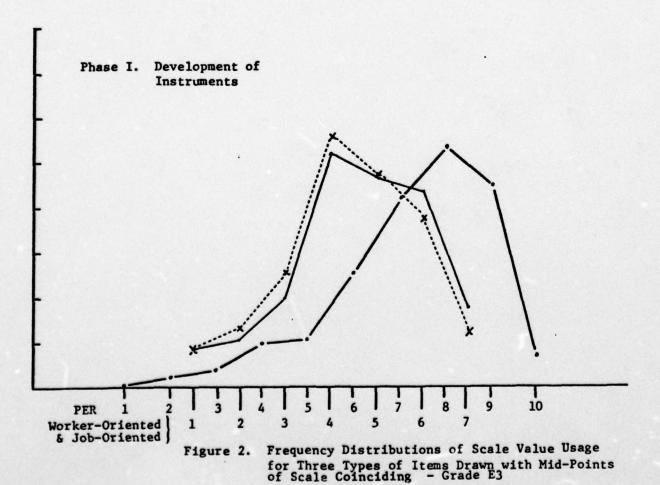
Table 5 shows the means and standard deviations of ratings in worker-oriented items, job-oriented items, and the PER by pay grade and Navy job. PER means and standard deviations have been adjusted to make them comparable to the values for worker-oriented and job-oriented items based on seven-point scales.²

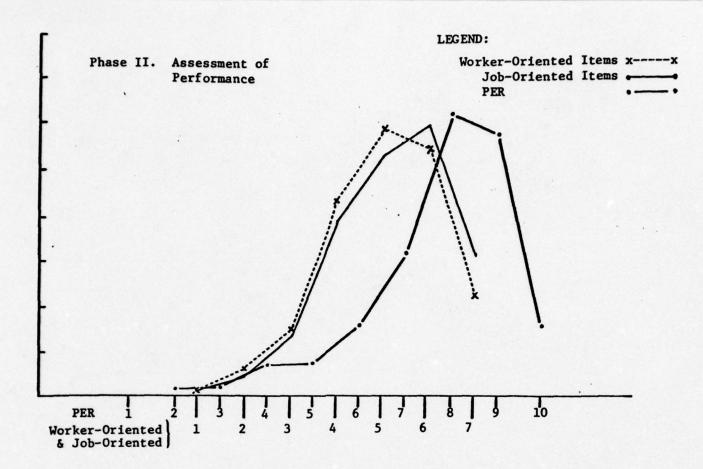
Pritchard et al (1973) compared confidential Navy performance ratings to official non-confidential ratings. The distribution of confidential ratings showed less skew and more discrimination than the non-confidential appraisals.

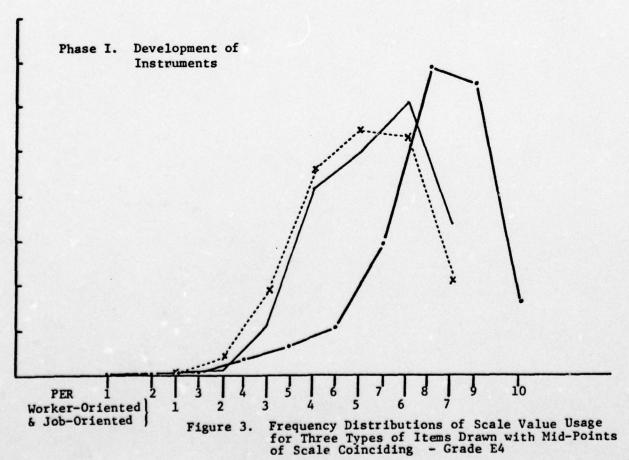
PER Mean = x
Adjusted PER Mean = 0.333 + 0.667x
Standard Deviation of PER Mean = y
Adjusted Standard Deviation of PER Mean = 0.667y











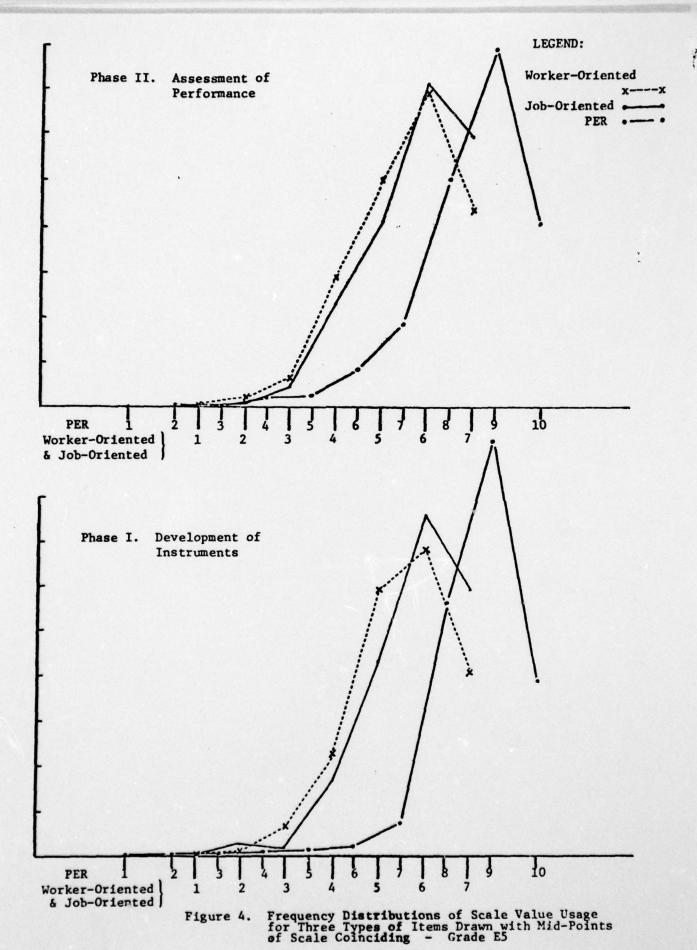


TABLE 5

Means and Standard Deviations of Subject Means for Three Types of Rating Items

	Wo	rker-Orient	ed	Jo	b-Oriente	d	Adjusted PER			
		Standard			Standard			Standard		
	Mean	Deviation	N	Mean	Deviation	n N	Mean	Deviatio	n N	
<u>E3</u>										
ABE	4.82	1.12	50	5.14	1.21	50	5.36	1.02	50	
ABF	4.82	.80	33	4.77	.86	32	5.35	.89	32	
ABH	4.56	1.10	33	4.52	.98	33	5.30	.74	33	
AO	4.46	1.02	48	4.75	.99	49	5.48	.76	49 57	
EM HT	4.29	.99 1.02	57 69	_	_	Ξ	5.16 5.25	.87 .77	69	
IC	4.77	1.04	26	_	_	_	4.91	.92	26	
MS-S2	4.26	1.26	32	4.72	1.22	30	5.39	1.04	32	
MS-S5	4.18	1.35	31	4.82	1.03	28	5.50	1.26	24	
SK	4.43	.98	25	4.58	.73	25	5.12	.97	25	
All jobs										
combined	4.51	1.08	404	4.79	1.04	247	5.29	.90	397	
<u>E4</u>										
ABE	5.62	1.00	42	5.67	.92	43	5.92	.84	43	
ABF	5.14	.91	31	5.20	81	31	5.42	.77	30	
ABH	4.87	. 75	29	4.90	.81	29	5.48	.76	27	
AO	5.16	1.03	35	5.34	1.01	35	5.75	.86	35	
EM	4.89 5.18	.91 .93	63 44	Ξ	_	_	5.37 5.75	.88 .70	63 44	
HT IC	4.64	1.02	32	_		_	5.14	1.05	32	
MS-S2	4.52	1.40	30	4.66	1.31	30	5.24	1.26	28	
MS-S5	5.09	. 96	21	5.78	.91	20	6.14	.49	19	
SK	4.24	1.21	19	4.25	1.25	19	4.95	1.15	19	
All jobs						007		02	240	
combined	4.98	1.05	346	5.15	1.08	207	5.53	.93	340	
<u>E5</u>										
ABE	5.25	1.26	25	5.64	1.03	24	5.89	.85	25	
ABF	5.90	.56	11	6.01	.58	11	6.09 5.70	.47 .61	11	
ABH AO	5.00 5.49	.85 .94	15 23	5.16 5.55	.86 .96	23	6.09	.76	19	
EM	5.33	1.02	49	-	-	_	5.68	.86	49	
НТ	5.72	.87	31	-		-	6.05	.68	31	
IC	5.93	.58	14	-	-	-	5.88	.53	14	
MS-S2	5.75	. 88	19	5.88	.83	19	6.28	. 49	19	
MS-S5	5.84	.80	36	6.10	.67	36	6.44	.51	34	
SK	5.40	.86	9	5.58	.56	9	6.17	.53	,	
All jobs combined	5.55	. 95	232	5.75	.86	137	6.01	.73	226	
Combined	3.33		LUL	3.75						
Pay grade										
& Jobs	4 00	1 10	000		1 00					
Combined	4.92	1.12	982	5.14	1.02	591	5.55	.91	963	
				10						

-

Leniency effects as demonstrated by the mean values for each type of item are summarized in Table 6. As was apparent in the shapes of the distributions of scale value usage seen earlier, worker-oriented items show less leniency than job-oriented items which in turn show less leniency that the PER. For example, for E3 worker-oriented means are lower than job-oriented means in five of the seven jobs where comparisons can be made; worker-oriented means are lower than PER means in all ten jobs; and job-oriented means are lower than PER means in seven out of seven jobs. This relationship is consistent across all pay grades.

TABLE 6
Number of Times Means for Each
Type of Item are Lower than Another

	Worker-Oriented < Job-Oriented	Worker-Oriented < PER	Job-Oriented < PER
E3	5/7	10/10	7/7
E4	7/7	10/10	7/7
E5	7/7	9/10	7/7

Comparisons of standard deviations of means for different types of items are summarized in Table 7. Means of worker-oriented items show greater differentiation across individuals (greater dispersion) than job-oriented items. Means of job-oriented items show greater differentiation than those of the PER.

TABLE 7

Number of Times Standard Deviations
of Means for Each Type of Item Exceed Another

	Worker-Oriented > Job-Oriented	Worker-Oriented > PER	Job-Oriented > PER
E3	5/7	9/10	4/7
E4	5/7	8/10	7/7
E5	4/7	10/10	7/7

Halo effects can be seen by examining the standard deviation of all ratings given on a particular type of item for each individual. That is, when a rater tends to assign similar scale values to a ratee, the standard deviation for that individual will tend to approach zero. Standard deviations of ratings for each job incumbent were averaged for each type of item by job and pay grade (see Table 8). These data have been summarized to indicate halo effects as they vary by pay grade (Table 9) and type of item (Table 10).

TABLE 8. Means of Subject Standard Deviations for Three Types of Rating Items

	Worker-Oriented	Job-Oriented	Adjusted PER
<u>E3</u>	NOT KET TOT TEHLED	,	najastea i en
ABE	.86	.71	.44
ABF	.73	.76	.43
ABH	.80	.68	.38
AO	.80 .69 .77 .63	.59	.35
EM	.77		.51
HT	.63		.46
IC	.73	•	.63
MS-S2	.68	. 63	.38
MS-S5	.89	.74	.40
SK	.73	.63 .74 .73	.38 .40 .51
<u>E4</u>			
ABE	.68	.63	.38
ABF	60	.58	.38
ABH	.60 .75 .60 .72	77	.44
AO AO	./5	.77 .60	
EM	72		.52
HT	.62		.37 .52 .42 .62 .35 .43
TC.	.78		.62
IC	.70	62	35
MS-S2	.61	72	.03
MS-S5	.74 .69	.62 .72 .65	.61
SK	.09	.05	.01
<u>E5</u>			
ABE	. 67	.68	.44
ABF	.62	.51	.45
ABH	.66	.74	.50
AO	.57	.72	.32
EM	.68		.53
HT	.50		.53
10	.71		.44
MS-S2	.50	.65	.29
MS-S5	.61	.65 .51	. 36
SK	.71	.62	.46

TABLE 9

Number of Times Mean Subject Standard
Deviations in One Pay Grade Exceed Another

	E3 > E4	E3 > E5	E4 > E5
Worker-Oriented	7/10	10/10	8/9*
Job-Oriented	5/7	4/7	4/7
PER	5/10	6/9*	6/10

TABLE 10

Number of Times Mean Subject Standard
Deviations for One Type of Item Exceed Another

	<pre>> Job-Oriented</pre>	> PER	> PER
E3	5/6*	10/10	7/7
E4	4/6*	10/10	7/7
E5	3/7	10/10	7/7

Table 9 reveals that halo effects increase with pay grade. Table 10, in which the different types of items are compared, shows clear differences in halo effects. Worker-oriented items show less halo than job-oriented items. In all comparisons, both worker-oriented and job-oriented items show less halo than the PER.

Information about the capacity of the individual task level items (worker-oriented and job-oriented) to assess different aspects of job performance can be obtained through correlational analysis of item relationships. It was possible to undertake such an analysis for the nineteen worker-oriented items that were common to all jobs but not for the job-

oriented items. All job-oriented items are job specific. As noted earlier, they were not available for three of the jobs, and the number of incumbents in each of the remaining jobs who performed all tasks was too small for meaningful within-job analysis. 1

Intercorrelations of the nineteen common worker-oriented items were high, ranging between .59 and .89. See Table 11. Using the matrix of intercorrelations, a principal axis factor analysis using the varimax method was performed. Three factors were extracted that account for 84.4% of the variance, with Factor I accounting for 76.6%, Factor II accounting for only 4.2% and Factor III, only 3.5%. Table 12 shows the factor loadings of the 19 common worker-oriented items on each of the 3 factors.

All items load heavily on Factor I, which might be interpreted as a "general performance measure" reflecting an overall impression by supervisors of the effectiveness of job incumbents. Since the loadings on Factors II and III are not large, any interpretation should only be considered suggestive. Items 14-18² load somewhat on Factor II. This factor may reflect sensitivity to job information and attending to a broad range of situational demands. Items 10 and 11³ load positively and items 17 and 18 load negatively on Factor III. Items 10 and 11 suggest that this factor may have to do with the ability to get a job done: to solve problems,

¹ See p. 38. Relation Between Mental Category and Job Duties

² (14) "Getting job information by reading written materials", (15) "Accuracy in getting job information that is given in numbers and doing arithmetic", (16) "Remembering information for a brief period of time", (17) "Showing responsibility for material goods, equipment, etc...", (18) "Observing safety precautions on the job".

^{3 (10) &}quot;Reasoning in situations where procedures are not completely specified. Deciding on the most appropriate action to take in non-routine situations, using common sense to complete tasks...", and (11) "Planning, scheduling, and estimating time to complete activities...".

TABLE 11: Matrix of Intercorrelations* Among Common Worker-Oriented Items

		-	2	3	4	5	9	7	8	9	1 01	11	12 13	3 14	1 15	91 9	11	18	19
<u>-</u> ,	Time Pressure	1																	
; ,	Requirements	92	1																
; •	Officers & Officers	23	82	1															
	Co-Workers	89	80	83	1														
5.	Instructing	79	84	98	84	1													
9	Supervise Others	72	82	83	9/	88	1												
7.	Reliability	69	82	83	62	78	11	1											
86	Initiative	92	88	81	79	85	83	98	1										
6 23	Thoroughness	74	80	80	79	88	8 11	82	83	1									
.0	Reasoning	11	9/	r	02	75	73	17	81 8	. 38	1								
Ė	Planning/Scheduling	72	75	73	E	79		74	82 8	84 8	83	1							
12.	Fixed Procedures	78	79	74	72	78	75		1 11		11	75	1						
13.	Distractions	20	72	2	F	72	73	72	72 7	73	92	74 8	83						
4.2	Written Information	89	75	72	63	ا	02	89	74 7	1	92	1 11	73 75		ı				
		99	72	72	64	۲	99	E	72 7	92	22	74 7	77 27	7 88		1			
16.	Remembering	19	74	75	Ę	75	74	20	74 7	74	72	7 07	76 82	2 78	8 83	۱ ۳			
		64	11	92	72	11	72	2	75 7	92	89	. 19	75 7	73 75	5 79	9 84	1		
18.	Observing Safety	99	72	73	69	19	. 99	73		72	63	29 (69 65	5 72		73 77	83	1	
19.	Spoken Information	72	18	83	11	85	80	62	83	92	72	73	75 6	68 7	07 07	0 74	78	78	1
		*Ro	*Rounded to	to	two pla	places,	decimals		omitted.	٦.									

TABLE 12. Factor Loadings of Common Worker-Oriented Items

	Factor I	Factor II	Factor III
1. Time Pressure	82	-11	13
2. Supervision Requirements	90	-12	-08
3. Interact Officers	90	-13	-17
4. Interact Co-workers	85	-18	-14
5. Instructing	91	-20	-06
6. Supervise Others	88	-17	-04
7. Reliable	88	-15	-04
8. Initiative	92	-17	03
9. Thoroughness	91	-07	11
10. Reasoning	86	-04	29
11. Planning/Scheduling	86	-07	28
12. Fixed Procedures	87	02	09
13. Distractions	84	15	13
14. Written Information	85	28	15
15. Numerical Information	85	36	09
16. Remembering	87	28	-07
17. Responsibility for Materiel	86	24	-22
18. Observing Safety	81	22	-28
19. Spoken Information	88	-08	-18

anticipate requirements, and deal with non-routine situations. The interpretation to be given to the negative loading on items 17 and 18 is less clear. Conceivably Factor III reflects the capacity to get a job done without being inhibited by cautionary and other considerations (e.g., concerns about safety, costs, waste, etc.).

In summary, the task level worker-oriented and job-oriented items reveal more promising characteristics than the PER used operationally in the Navy. The task level items are, however, subject to some of the same forms of bias which have traditionally plagued the use of rating scales. They show some leniency and halo but less than the PER. For all types of items, leniency and halo increase with pay grade. The worker-oriented and job-oriented items also show greater discrimination among individuals than the PER. With respect to all three characteristics - leniency, halo, and differentiation among persons - the worker-oriented items have the most favorable properties.

Examination of zero order correlations and a factor analysis of relationships among a selected sample of worker-oriented items (measuring elements common to all jobs) revealed little discrimination among different aspects of job performance. A single general factor appears to account for the bulk of the variation that supervisors perceive in the performance of their subordinates. The capacity of job-oriented items to detect differences in the performance of individual tasks could not be analyzed because of an insufficient sample size in any given job.

RELATIONSHIP BETWEEN PAY GRADE AND PERFORMANCE RATING

As indicated in Table 5, rating scores increased with pay grade despite instructions given to the raters that performance was to be evaluated relative "to all others you have observed in this rate [job and grade]". Analyses of variance testing these differences are summarized in Tables 13-15 and indicate that differences between pay grade means for all three types items are significant. Correlations between pay grade and performance ratings are shown in Table 16.

TABLE 13.

Analysis of Variance of Three Pay Grades on Worker-Oriented Items

Pay Grade	Mean	Std. Dev.	N N		
E3	4.513	1.078	404		
E4	4.985	1.054	346		
E5	5.547	0.949	232		
Within groups total	4.924	1.040	982		
Source	Sum of Squares	df.	Mean Square	F	Sig.
Between Groups	159.413	2	79.707	73.637	0.0000
Within Groups	1059.689	979	1.082		

TABLE 14

Analysis of Variance of Three Pay Grades on Job-Oriented Items

Pay Grade	Mean	Std. Dev	. N		
E3	4.789	1.044	247		
E4	5.147	1.075	207		
E5	5.752	0.857	137		
Within groups total	5.137	1.016	591		
Source	Sum of Squares	df.	Mean Square	F	Sig.
Between Groups	81.814	2	40.907	39.658	0.0000
Within Groups	606.512	588	1.031		

TABLE 15

Analysis of Variance of Three Pay Grades on PER*

Pay Grade	Mean	Std. Dev.	N N	_	
E3	7.427	1.354	397		
E4	7.790	1.395	340		
E5	8.507	1.088	226		
Within groups total	7.809	1.312	963		
Source	Sum of Squares	df.	Mean Square	F	Sig.
Between Groups	168.152	2	84.076	48.853	0.0000
Within Groups	1652.143	960	1.721		
*The analysis	was performed on	unadjuste	d (10-Point	scale) PE	R means.

TABLE 16

Spearman Correlations Between Pay Grade and Performance Ratings on Three Types of Items

<u>Items</u>	Ys.	Sig
Worker-Oriented	.37	.001
Job-Oriented	.35	.001
PER	.33	.001

RELATIONSHIP BETWEEN PAY GRADE AND MENTAL CATEGORY

Pay grade and mental category were related in the study sample. Table 17 gives a cross tabulation of the sample by grade and category. Cell entries in the Table give the count, row percent, column percent, and total percent. For example, there are 18 persons in pay grade E3 that are in Mental Category 1; these 18 persons are 58.1 percent of all persons in Mental Category 1 and 4.4 percent of all persons in pay grade E3; they are 1.8 persons of all persons in the sample.

The Chi Square is highly significant, indicating that the hypothesis that pay grade and mental category are independent can be rejected. The relationship appears attributable primarily to variation within grade E5. Persons in the upper and lower categories tend to be over-represented in Grade E5. Persons in the middle categories tend to be under-represented. Ignoring Category 1 that has a very small number of cases, in Category 2 there are 35.3 percent of E5s versus 28.3 percent of E3s and 30.7 percent of E4s. In Category 4, there are 33.2 percent of E5s versus 10.8 percent of E3s and 17.0 percent of E4s.

Examination of cross tabulations by grade and category for individual jobs (see Appendix C) reveals that this pattern results largely from the combined effects of variation within four particular jobs - ABE, EM, MS-S2 and MS-S5. In ABE a pattern similar to that of the overall sample emerges.

TABLE 17 Cross Tabulation of the Sample by Pay Grade and Mental Category

		Pay Grade		
	<u>E3</u>	<u>E4</u>	<u>E5</u>	Row Total
Category 1	1.81	6	7	31
ortige.	58.1 ²	19.4	22.6	
	4.43	1.7	3.0	3.1
	1.84	0.6	0.7	
Category 2	115	, 108	82	305
	37.7	35.4	26.9	
	28.3	30.7	35.3	30.8
	11.6	10.9	8.3	
Category	117	92	36	245
High 3	47.8	37.6	14.7	
	28.7	26.1	15.5	24.7
	11.8	9.3	3.6	
Category	113	86	30	229
Low 3	49.3	37.6	13.1	
	27.8	24.4	12.9	23.1
	11.4	8.7	3.0	
Category 4	44	60	77	181
	24.3	33.1	42.5	
	10.8	17.0	33.2	18.3
	4	6.1	7.8	
Column	407	352'	232	991
Total	41.1	35.5	23.4	100.0
Chi Sau	are = 73.233	with 8 Degrees of Fr	reedom	

Chi Square = 73.233 with 8 Degrees of Freedom

Significance = 0.000

1 Count
2 Row Percent

Contingency Coefficient = 0.262

3Column Percent

4Total Percent

In EM, there is a large over-representation of persons in the upper mental categories in pay grade E5. In MS-S2 and MS-S5 there is a large over-representation of persons in Category 4 in grade E5.

RELATIONSHIP BETWEEN MENTAL CATEGORY AND PERFORMANCE RATING

As indicated in the previous sections, pay grade is related to job performance rating, and in some jobs pay grade is also related to mental category. This has made it essential to control pay grade in analyzing the relationship between mental category and job performance. Ideally each job should also be analyzed separately to control for interaction effects between mental category and job as they affect the performance rating. Unfortunately, the unevenness of the distribution of mental category and pay grade coupled with the smallness of the sample with such partitioning precludes separate analysis for each job. Thus information is presented on the relationship of mental category to performance ratings by pay grade for variables that can be measured over all jobs, i.e., means of subject mean scores for worker-oriented items, job-oriented items, and the PER and means of individual worker-oriented items that are common to all jobs. Information is not presented for variables that are job specific, i.e., individual worker-oriented items that are not common to all jobs, and individual job-oriented items.

Comparisons of performance ratings for different mental categories on the three types of items are shown in Tables 18-20. Mental Categories 1 and 2 have been combined because of the small number of cases in Mental Category 1.

It seems likely that the high proportion of persons in Mental Category 4 for grade E5 in the two Mess Management Specialist jobs results from the over-representation of persons in this rate for whom English is a second language (e.g., Filipino). Such persons are likely to receive a low score on the verbal subtest of the AFQT.

TABLE 18: Comparison of Four Mental Categories on Worker-Oriented Items by Pay Grade

ental E3				<u>E4</u>			<u>E5</u>	
N	Mean	Std. Dev.	N	Mean	Std. Dev.	N	Mean	Std. Dev.
133	4.56	1.02	114	5.08	1.05	. 89	5.52	1.08
115	4.50	1.06	91	4.92	1.03	36	5.42	.78
112	4.44	1.17	84	4.92	1.05	30	5.61	.86
44	4.61	1120	57	4.99	1.11	77	5.62	.90
	F =	.376		F = .	579		F =	
	133 115 112	N Mean 133 4.56 115 4.50 112 4.44 44 4.61 df = F =	N Mean Std. Dev. 133 4.56 1.02 115 4.50 1.06 112 4.44 1.17	N Mean Std. Dev. N 133 4.56 1.02 114 115 4.50 1.06 91 112 4.44 1.17 84 44 4.61 1120 57 df = 3, 400 F = .376	N Mean Std. Dev. N Mean 133 4.56 1.02 114 5.08 115 4.50 1.06 91 4.92 112 4.44 1.17 84 4.92 44 4.61 1J20 57 4.99 df = 3, 400 df = 3 F = .376 f = 3.	N Mean Std. Dev. N Mean Std. Dev. 133 4.56 1.02 114 5.08 1.05 115 4.50 1.06 91 4.92 1.03 112 4.44 1.17 84 4.92 1.05 44 4.61 1120 57 4.99 1.11 df = 3, 400	N Mean Std. Dev. N Mean Std. Dev. N 133 4.56 1.02 114 5.08 1.05 89 115 4.50 1.06 91 4.92 1.03 36 112 4.44 1.17 84 4.92 1.05 30 44 4.61 1120 57 4.99 1.11 77 df = 3, 400	N Mean Std. Dev. N Mean Std. Dev. N Mean 133 4.56 1.02 114 5.08 1.05 89 5.52 115 4.50 1.06 91 4.92 1.03 36 5.42 112 4.44 1.17 84 4.92 1.05 30 5.61 44 4.61 1120 57 4.99 1.11 77 5.62 df = 3, 400

TABLE 19: Comparison of Four Mental Categories on Job-Oriented Items by Pay Grade

		<u>E3</u>			<u>E4</u>			<u>E5</u>	
Mental Category	N	Mean	Std. Dev.	N	Mean	Std. Dev.	N	Mean	Std. Dev
1 & 2	67	4.65	1.02	52	5.29	.93	27	5.63	1.12
High 3	71	4.65	1.05	54	5.06	1.17	19	5.58	.81
Low 3	76	4.83	1.07	56	5.09	1.07	21	5.74	.83
4	33	4.85	1.04	45	5.16	1.14	70	5.85	.76
			3, 243 .528		df = 3, F = .4 ig = .6	187			3, 133 .778 .508

TABLE 20: Comparison of Four Mental Categories on PER by Pay Grade

			G	RADE				
	<u>E3</u>			<u>E4</u>			<u>E5</u>	
N	Mean	Std. Dev.	N	Mean	Std. Dev.	N	Mean	Std. Dev.
131	5.33	.81	113	5.49	.94	88	5.87	.82
113	5.19	. 86	90	5.49	.91	34	5.94	.54
110	5.29	. 98	82	5.51	.91	29	6.08	.72
43	5.40	1.06	55	5.70	. 98	75	6.17	.65
	df =	3, 393 .842		f = 3, F = .7				3, 222 2.462
	131 113 110	N Mean 131 5.33 113 5.19 110 5.29 43 5.40	N Mean Std. Dev. 131 5.33 .81 113 5.19 .86 110 5.29 .98 43 5.40 1.06	E3 N Mean Std. Dev. N 131 5.33 .81 113 113 5.19 .86 90 110 5.29 .98 82 43 5.40 1.06 55 df = 3, 393	N Mean Std. Dev. N Mean 131 5.33 .81 113 5.49 113 5.19 .86 90 5.49 110 5.29 .98 82 5.51 43 5.40 1.06 55 5.70 df = 3, 393 df = 3,	E3 E4 N Mean Std. Dev. N Mean Std. Dev. 131 5.33 .81 113 5.49 .94 113 5.19 .86 90 5.49 .91 110 5.29 .98 82 5.51 .91 43 5.40 1.06 55 5.70 .98 df = 3, 393 df = 3, 336	E3 N Mean Std. Dev. N Mean Std. Dev. N 131 5.33 .81 113 5.49 .94 88 113 5.19 .86 90 5.49 .91 34 110 5.29 .98 82 5.51 .91 29 43 5.40 1.06 55 5.70 .98 75 df = 3, 393 df = 3, 336	E3 E4 E5 N Mean Std. Dev. N Mean Std. Dev. N Mean 131 5.33 .81 113 5.49 .94 88 5.87 113 5.19 .86 90 5.49 .91 34 5.94 110 5.29 .98 82 5.51 .91 29 6.08 43 5.40 1.06 55 5.70 .98 75 6.17 df = 3, 393 df = 3, 336 df = 3

No significant differences emerge in ratings of the performance of men in different mental categories. Overall, however, there is a trend for men in Category 4 to receive higher ratings. With two exceptions Category 4s in all three grades have the highest mean on all three types of items. This finding must be viewed cautiously since ratings on the different kinds of items are not independent, having been made for each job incumbent by the same supervisor. But at least this much is clear: in the jobs and pay grades under consideration persons in Category 4 are not viewed by their supervisors as performing in an inferior manner.

The absence of a statistically significant difference in rated performance among men in different mental categories is not altogether surprising. Vineberg and Taylor (1972) in a study of Army jobs, found that both job sample test scores and supervisor ratings showed only small differences as a function of AFQT. Job experience (months on the job) was found to be a far more potent determinant of performance. Moreover, while mental category was found to be related to job sample test scores in four jobs, the use of supervisor ratings yielded statistically significant differences among mental categories in only two of the four. The different results for job sample tests and supervisor ratings probably occurred because job sample tests measure only the technical aspects of performance (skill & knowledge) whereas supervisor ratings can be affected by the nontechnical aspects of performance (e.g., persistence and motivation, inter-personal skill). Thus the Vineberg and Taylor results not only indicate that the relationship between mental category and performance is moderate, but also

Using supervisor evaluations in a study of 16 Navy jobs, Cory (1976) found that, overall, persons in Category 4 "...exhibited consistent but relatively small deficits in performance" in comparison to persons in Categories 1-3. The study shared five jobs in common with the present study: Aviation Boatswain's Mate (ABE, ABF, ABH in the present study), Electrician's Mate, Hull Technician, Storekeeper and Commissaryman (MS-S5 in the present study). In these five jobs (and four others) Category 4 personnel did not differ significantly from persons in Categories 1-3.

Cory's findings about the performance of persons in different mental categories, however, are not conclusive. He did not control sufficiently for or analyze results by pay grade, a variable that clearly has a profound effect on supervisor ratings (see p. 25 in the present report).

that the relationship is in fact between mental category and the <u>technical</u> aspects of performance. When supervisor ratings are used to assess the performance of specific tasks, as in the present study, the moderate relationship between mental category and the technical components of performance can easily be masked.

In the present study, when mean scores for individual common workeroriented items are examined, the highest ratings are obtained almost exclusively by persons in either the highest or two lowest mental categories. This pattern may be interpreted in terms of the relative influence of technical and non-technical factors on ratings of performance, as determined by pay grade and mental category. In grades E3 and E4, the highest ratings are received primarily by Mental Category 1-2 and Mental Category 4. In grade E5, the highest ratings are received primarily by Mental Category Low 3 and Mental Category 4. It seems likely that in grades E3 and E4 persons in the upper categories tend to be rated high because of the influence of mental ability on the technical aspects of performance. Persons in Category 4 may be rated high for any of several reasons related to the non-technical aspects. The Category 4 population that has qualified for Navy service and earned a rate may represent a select sub-group of persons of lower mental ability with higher than average motivation, persistence, etc. They may simply work harder. Conceivably, they may tend to be perceived as slightly less intelligent and thus be given more credit for work that is done well.

In Grade E5, the relative superiority of Category Low 3 and Category 4 may be due to the possible attrition from the Navy of the most effective Category 1 and 2 personnel (who as E3 and E4 were responsible for the higher means) leaving only the average and below average performers of the upper categories. On the other hand persons in the lower mental categories who have been effective performers in the Navy may tend to remain there. Thus, the superior ratings of men of lower mental ability in all pay grades

CONTROL NO.

Caylor (1969) found that men in the Army who had higher aptitudes and were better performers tended to have less favorable attitudes toward military service and tended to leave the Army after their first tour.

may be accounted for in terms of selective processes which favor the acquisition and retention of effective performers in the lower mental categories.

When the common items are examined individually, there appears to be some support for the interpretation that the pattern of ratings is due to differences in performance in the technical and non-technical components of jobs. The items in which lower mental ability groups in all pay grades consistently receive the highest ratings are the first seven items in Table 21. These items focus on non-technical/motivational aspects of job performance (providing supervision to others, working under time pressure, working under distractions, amount of supervision required, interacting with petty officers and officers, reliability in work habits, showing initiative). These characteristics can perhaps be summarized as ability to get the job done.

Of the remaining common items, six appear to focus on the technical aspects of job performance: written information (getting job information by reading written materials), numerical information (getting job information given in numbers), fixed procedures (following required fixed task procedures), spoken information (getting job information through orders, requests or verbal instruction), instructing (giving information to superiors and information/instruction to subordinates), and reasoning (reasoning in situations where procedures are not completely specified, applying principles to solve problems). In grades E3 and E4, persons in Category 1 and 2 obtain the highest means on three of these items: spoken information, instructing, and reasoning. In grade E5, the highest mean ratings on these three items are obtained by persons in Category Low 3 and 4. This shift may be due to the possible attrition of the more effective performers from the higher categories, as mentioned above.

The remainder of the items show a fairly mixed pattern and no further interpretation seems warranted. Because differences between many of the means are small and because the items are not independent, all data for individual items should be interpreted cautiously.

TABLE 21. Comparison of Mean Scores of Four Mental Categories on Common Worker-Oriented Items by Pay Grade*

						8	GRADE					
		ш,	띪				<u>[74</u>			ωl	<u>E5</u>	
						MENTAL	MENTAL CATEGORY	≿				
	182	High 3	Low 3	4	182	High 3	High 3 Low 3	4	182	High 3	High 3 Low 3	4
Supervise Others	4.23	4.35	4.18	[4.81]	4.63	4.45	[4.65]	4.64	5.15	5.50	[5.53]	5.45
Time Pressure	4.64	4.67	4.54	[4.73]	5.05	4.98	2.09	[5.25]	5.45	5.48	[5.74]	5.56
Distractions	4.37	4.24	4.12	[4.41]	4.83	4.64	4.71	[4.89]	5.29	5.11	[5.37]	5.30
Supervision Requirements[4.60]** Interact with Petty	s[4.60]**	4.56	4.38	[4.60]**	4.99	4.90	4.84	[5.25]	5.40	5.64	[5.67]**	[5.67]**[5.67]**
Officers & Officers	4.59	4.59	4.45	[4.60]	5.08	4.91	4.98	[5:23]	5.28	5.50	5.43	[5.64]
Reliability	4.60	4.56	4.47	[4.74]	2.00	4.82	4.86	[5.38]	5.45	5.75	5.73	[5.92]
Initiative	4.49	4.23	4.33	[4.63]	4.88	4.72	4.82	[5.16]	5.22	2.67	5.57	[5.86]
Planning/Scheduling	4.12	3.77	3.93	[4.15]	[4.74]	4.42	4.53	4.71	2.06	5.33		[5.36]
Written Information	4.23	3.97	4.12	[4.25]	[4.96]	4.78	4.60	4.91	5.52	[5.60]		5.43
Numerical Information	4.39	4.45	4.32	[4.53]	[5.15]	4.80	4.79	4.87	5.40	5.45	[5.54]	5.48
Remembering	4.69	4.64	4.45	[4.73]	[5.32]	4.96	4.98	4.95	5.71	5.47	[5.77]	5.55
Fixed Procedures	4.37	[4.38]	4.32	4.31	[5.11]	4.85	4.86	4.89	5.44	5.36	[5.67]	5.43
Observing Safety Interact with	4.83	[4.84]	4.85	4.80	[5.34]	5.22	5.16	5.33	5.73	5.61	[5.93]	5.80
Co-Workers	4.83	[4.93]	4.63	4.90	5.03	5.05	11.5	[5.39]	5.44	5.44	5.43	[2.67]
Thoroughness	[4.58]	4.20	4.25	4.48	4.83	4.63	4.61	[4.91]	5.17	5.45	5.50	[5.64]
Spoken Information	[4.64]	4.59	4.51	4.55	[5.13]	5.04	4.93	5.05	5.55	5.36	5.50	[5.63]
Instructing	[4.53]	4.35	4.34	4.23	[5.03]	4.91	4.92	2.00	5.31	5.39	[5.53]	5.50
Reasoning Responsibility	[4.43]	4.16	4.26	4.41	[4.93]	4.78	4.61	4.64	5.26	5.14	[5.43]	5.38
for materiel	[4.55]	4.43	4.37	4.51	[5.15]	4.86	4.82	4.95	5.55	5.61	[5.73]	29.9

*Highest mean value for each pay grade indicated in bracket.

**Tie

In summary, no significant differences were obtained in performance ratings of persons in different mental categories. Individuals in Category 4 are not perceived as any less effective than persons in other mental categories. There is instead an overall trend for persons in Category 4 to receive slightly higher ratings. When individual items and patterns of items are examined the highest mean ratings are consistently obtained by persons in either the highest or lowest mental categories. In all pay grades, persons in the lower categories appear to be rated higher on items that focus on motivational and other non-technical components of job performance. In grades E3 and E4, persons in the highest categories are rated higher on some of the items that focus on technical components of job performance. Attrition of the more effective performers in the higher mental categories after their first tour of duty may account for the disappearance of this effect in grade E5.

RELATIONSHIP BETWEEN MENTAL CATEGORY AND JOB DUTIES

In addition to direct evaluation of job performance, analysis of the job duties of men of different mental ability can be suggestive of their capabilities. If the performance of men in certain mental categories is not satisfactory, it can be expected that ultimately their shortcomings will be recognized, and they will be assigned to other duties. The effects of such a selective process should be most noticeable when comparing the number and kinds of duties performed by individuals at the extremes of the AFQT distribution.

Whether or not particular job duties are performed can be determined by analyzing the "never has to" (NHT) responses to the job-oriented items. These items are derived from NOTAP job inventory data and represent specific job duties.

NHT responses to each job-oriented item were tabulated in each of seven jobs for three mental category groupings: High (Category 1 and 2), middle (Category High 3) and low (Category Low 3 and 4). It was not possible to

control for pay grade by analyzing items by job by grade by mental category because of the low number of cases that would occur in each cell with such a design. Differences in percent NHT between high and low groups and middle and low groups were calculated for each item. These data are summarized in Table 22 for items that are common to all pay grades. For example, in ABE, for those items that were common to all three pay grades, 17 items (duties) showed a greater percentage of NHT responses for the low aptitude group (Category Low 3 and 4) than for the high aptitude group Category 1 and 2); 13 items showed a greater percentage of NHT responses for the high group than the low; and four items showed no difference in percent NHT. See Table 22.

When the high aptitude and low aptitude groups are compared on the basis of percentage of persons performing, it is seen that four jobs show more duties with a higher percentage performed (lower percent NHT) by low aptitude personnel, and three jobs show more duties with a higher percentage performed by the high group. When the middle aptitude and low aptitude groups are compared on the same basis, five jobs show more duties with a higher percentage performed by the low group, and two jobs show more duties with a higher percentage performed by the middle group. Thus there is no clear evidence of a difference in the number of duties performed by persons in different aptitude groups. Persons of lower mental ability do not perform fewer tasks than persons in higher mental categories. There is, in fact, a suggestion that overall, persons in the upper and middle aptitude range may perform fewer tasks. However, because of the small number of cases in several of the job/category groups, this latter observation can only be viewed as suggestive.

The items/duties that showed differences in frequency of performance between low aptitude groups and high and middle aptitude groups were examined for each of the jobs. See Appendix F. No clear differences in the qualitative characteristics and demands of these duties were discernible.

The low number of cases precluded analysis of items that are specific to grade E5. For completeness, these data are reported in Appendix E.

TABLE 22

Number of Job-Oriented Items Showing Increase/Decrease in Percent "Never Has To" in Two Comparisons

From Category 1 & 2 From Category High 3
To Category Low 3 & 4
To Category Low 3 & 4

					Cat.	N
A	BE				cat.	*
	+		17*	11	1 & 2	39
	-		13**	14	High 3 Low 3 & 4	28 42
	NC		4***	1	Low o L .	
A	BF +		19	18	1 & 2	29
	_		13	14	High 3 Low 3 & 4	17
	NC		0	0	Low 3 & 4	28
A	ВН					
	+		8	11	1 & 2	13
	-		16	11	High 3 Low 3 & 4	21 43
	NC		0	2	LUM 3 Q 4	43
A	0 +		21	15		
			4	9	1 & 2 High 3	34 29
	NC		0	1	Low 3 & 4	44
	NC		•			
S	K					
	+		2	8	1 & 2	13
	-		20	13	High 3 Low 3 & 4	9 36
	NC		1	2	LOW 3 a 4	30
MS-	S2 +		6	6		
			21	21	1 & 2 High 3	11
	NC		1	, 1	Low 3 & 4	54
	NC					
M	S-S5					
	+		4	14	1 & 2	7
	-		37	27	High 3 Low 3 & 4	18 59
	NC		1 .	1		39
	*Number	of items	showing	increase in percent "never has to" decrease in percent "never has to"		
	***Number	of items	showing	no change in percent "never has to	•	

^{***}Number of items showing no change in percent "never has to".

CONCLUSIONS AND RECOMMENDATIONS

This study produced no clear evidence of less effective job performance by persons in lower mental categories either in the rated quality of their performance or in the number and characteristics of the duties they perform.

In the jobs studied, supervisors perceive the most effective job incumbents in pay grades E3 and E4 to be persons in either the highest or lowest mental categories. They perceive persons in the lower mental categories to be the most effective job incumbents in grade E5. This pattern may be interpreted in terms of (1) the relative importance of technical (skill and knowledge) factors and non-technical (e.g., motivation) factors in job performance and their influence on ratings of performance, and (2) selective processess which favor the acquisition and retention of effective performers in the lower mental categories.

The finding that men in lower categories are not viewed as performing in an inferior manner supports the findings of an earlier study (Vineberg and Taylor, 1972) that AFQT is not a strong determinant of performance in many jobs and tasks. When more objective procedures (e.g., job sample tests) are used to assess technical competence, job experience is found to be a more potent factor.

The task level worker-oriented and job-oriented rating items developed for this study have more favorable properties for assessing performance than the PER used operationally in the Navy. These items, however, are still subject to bias effects. Leniency and halo increase with pay grade, a factor that must be controlled in all analyses that seek to determine the relationship between ratings and other variables.

One of the goals of the present study was to determine if men in lower mental categories are equivalent to men in higher categories in performing a broad range of tasks. As indicated above, the data do not indicate any decrement in the performance of men of lower mental ability. Indeed, they

appear to be perceived as more rather than less effective. This conclusion must be qualified in two ways:

- 1. No highly complex or difficult jobs were included in the study because only jobs that were expected to provide a large sample of persons of low aptitude were used.
- 2. The rating instruments used to assess proficiency proved to be limited in their power to detect qualitative differences among the technical aspects of performance.

These limitations should be addressed in a study that evaluates performance of persons of low aptitude in relatively complex/difficult jobs by means of both supervisor ratings and more objective techniques such as job sample testing. The latter would permit a separate evaluation of the technical aspects of job performance. It is recommended that the Navy undertake an intensive study of the performance of persons of lower mental ability in one or two jobs selected for the difficulty of their cognitive and technical demands. The study should include a longitudinal component that would allow analysis of the performance of those persons in their first tour who later reenlist and of persons who subsequently leave the Navy. The relationships between mental category, attrition from the Navy, and job performance can be most clearly understood by analyzing the proficiency and duties of a cohort of men as they proceed through their first tour and elect to remain in or leave the Navy.

A recent study (Wiley & Hahn, 1977) has demonstrated that supervisor ratings possess better measurement characteristics when applied to more difficult tasks.

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APPENDIX A

Performance Rating Instruments

APPENDIX A-1

Inventories Containing Worker-Oriented and Job-Oriented Items

Samples shown are for:

Aviation Boatswain's Mate - Equipment E3/E4; E5

Aviation Ordnance E3/E4; E5

Electricians Mate

E3 - E5

Storekeeper

E3/E4; E5

Mess Management Specialist - S2 Division E5

Mess Management Specialist - S5 Division E3/E4

PERFORMANCE ANALYSIS INVENTORY

Person being evalua	ted:				Please Circle: Striker or ABE
tonu sloot) vecus		Anna an	4.18-sas-	was a State	
	gustan 1er			on smaller	and and the of
Rater's Name & Divi				houd and	
					mytups galbles
Number of months you	u have be	en this	s person	n's superv	viinningers
Date:					baco
Date.		- 1			
Your task is to conscompared to all other	sider ead ers you h	h item	and eva	luste the	person's performance
Here is an example.					
Operating keybo	oard devi eypunch m	ces. (achines	Typewri	ters, addi	ing machines,
calculators, ke	Candal	actory		Slow or	
Fast and	Satisi			With Many	
anged of the later	Speed	and			Never
Fast and				Errors	Never Has To
Fast and Almost Error Free 7 6	Speed Accura	4 3	2	Errors 1	
Fast and Almost Error Free	Speed Accura	4 3	2	Errors 1	Has To

Remember, you are to evaluate this man by comparing him to all men you have observed at his particular rate.

Encyledge of Settsfactory Frozeduras

HumRRO (ONR) January, 1977 Form M ABE E3 or E4

I. USE OF TOOLS & EQUIPMENT

1.	Work produced using non-precision tools/instruments. to perform operations not requiring great accuracy or	
	hammers, wrenches, hand grease guns, electric grinder, welding equipment, et.)	drills,

Exceptionall Good	у	Sat	isfacto	ry	I	Exceptionally Poor	Never Has To
7	6	5	4	3	2	1	x

2. Work accomplished using handling devices. (Pouring zinc from ladles, using mechanical fingers, etc.)

Exceptionally		Exceptionally	Never
Efficient	Satisfactory	Inefficient	Has To
7 6	5 4 3	2 1	Date X 100

3. Accurate use of measuring devices. (Micrometers, rulers, tensiometers, stop watches, etc.)

Exceptionally Accurate		TO ALL	Sati	sfac	tory			Exceptionally Inaccurate	Neve	
7 9 3 10	6	5		4		3	2	1 9917 769	X	

Work accomplished using long-handle tools or applicators. (Mopping up fuel spills, using brooms, brushes, paint rollers, etc.)

Exceptionally	c ad 13		d) afaa	on the s	Ex	ceptionally	Never
Good	byensk	Sat	isfacto	ry		Poor	Has To
7	6	5	4	3	2	t , Jalild ta	own rexain

 Using activation controls. (Hand or foot operated devices used to start, stop, or otherwise activate energy-using systems or mechanisms, buttons, levers, hand cranks, switches, etc.)

January, 1977

Very Good Knowledge of Procedures		Sa	tisfacto	ry	Kn	Very Poor owledge of rocedures	Never Has To
7	6	5	4	3	2	1	x

for arr	t posit	ions, d	etents,	or defin	ite sett or launc	ings; declut	ices with ch lever valve, etc
Very Good Knowledge of Procedures	avedu i avedu i	S	atisfacto	ory	Kn	Very Poor owledge of rocedures	Never Has To
raveR 7	6	5	4	3	. 2	1 (1)	X
can be positio	set at n along	a scale	inning of	f operat: ure set	ion, or	ot operated of infrequently r valve, CSV	. at any
Exceptionall Accurate	У	S	atisfact	ory		xceptionally Inaccurate	Never Has To
avenue y	6	5	4	3	2	· 1 148	ed graw enthrough
II. HAND-AR	M MANIP	ULATIONS	5				
alignin	g, and/	or setti	ing up; a	djusting	cable	Adjusting, cali	brating
alignin	g, and/ocalibra	or setti ting equ	ing up; a	djusting or elect	cable rical re	Adjusting, caling tension, caling adouts, etc. acceptionally inaccurate	brating
alignin gages, Exceptionall	g, and/ocalibra	or setti ting equ	ing up; a uipment f	djusting or elect	cable rical re	tension, cali eadouts, etc.	lbrating) Never
aligning ages, Exceptionall Accurate 7 9. Assembl:	g, and/calibrary 6 ing/disact use of	or settiting equal San	ing up; a uipment f atisfacto 4	or electory 3 nes or e	cable rical received by the second received b	tension, cali eadouts, etc. cceptionally naccurate	Never Has To X
aligning gages, of the second	g, and/ocalibraty 6 ing/disage use of oult, et	or settiting equal setting equ	ing up; a uipment f atisfacto 4	or electory 3 nes or e	cable rical received for the control of the control	tension, calicadouts, etc. cceptionally naccurate 1	Never Has To X
aligning gages, of the second	g, and/ocalibraty 6 ing/disage use of oult, et	or settiting equal setting equ	ing up; a nipment f atisfacto 4 ing machi	or electory 3 nes or e	cable rical received for the control of the control	tension, califeadouts, etc. cceptionally naccurate l t, either manaring down an	Never Has To X ually or d setting
aligning gages, and ga	g, and/calibrary 6 ing/disact use of oult, et	Sassemblif hand to.) Sat	ing up; a sipment for the state of the state	or electory 3 nes or exam y 3 s. (Mai	equipment ple, tes	tension, califeadouts, etc. cceptionally naccurate l t, either manaring down an	Never Has To X ually or d setting Never Has To X controlled
aligning gages, or gages,	g, and/calibrary 6 ing/disact use of oult, et	Sassemblif hand to.) Satisfied arm see or mo	ing up; a sipment for the state of the state	or electory 3 nes or exam y 3 s. (Mai	equipment ple, tea	tension, califeadouts, etc. cceptionally naccurate 1 t, either man aring down an cceptionally nefficient 1	Never Has To X ually or d setting Never Has To X controlled

III. COORDINATION

11.	Skill or precision in coordinating hand or foot movements with eye.
	(The coordination of hand and/or foot movements where the movement
	must be coordinated with what is seen; for example, in gage adjust- ment, etc.)

Very Well Coordinated		Sa	tisfact	ory		Very Poorly Coordinated	Never Has To
resolute ber	6	5	4	3	2	11	X

12. Coordination of entire body. (Activities involving extensive and often highly-practiced coordination activities of the whole body; crawling under aircraft, regging barricade, etc.)

Very Well Coordinated		S	atisfact	ory		Very Poorly Coordinated	Never Has To
7	6	5	4	3	2	1	x

13. Balancing. (Maintaining balance on narrow, slippery, steeply inclined or erratically moving surfaces; walking on narrow elevated plank, standing on cat walk, during underway replenishment, etc.)

Exceptionally	177.34				Ex	ceptionally	
Good		Sat	tisfacto	ry		Poor	Has To
7	6	5	4	3	2	1	X

IV. WORK HABITS & PROCESS

14. Maintaining specified work pace. (Operating catapult or arresting gear, hooking up, launching, etc.)

Exceptional	ly				E	xceptionally	Never
Good		Sa	tisfactor	ry		Poor	Has To
7	6	5	4	3	2	1	x

15. Maintains quality of work when performing under time pressure.

(Launching and recovery, etc.)

Exceptionally Good	Satisfactory	Exceptionally Poor	Never Has To
7 6	5 4 3	2 1	x

	eds Much Supervisi Than Norm	on		Averag	e .		eds Much Mos Supervision Than Normal	re Aliqeoul Snorma Snorma
	7	6	5	4	3	2	1	
17.	Interac	ting wit	th petty	officer	s and of	ficers.		
	Very					, sosko :	Very	
Ef	fective		Sa	atisfacto	гу	In	effective	
	7	6	5	. 4	3 restabled	2	1 %11s	
18.	Effecti person;	veness i working	in deali g as a m	ng with o	co-worke	rs. (Int	teracting wi	th anoth
	Very						Very	
Ef	fective		Sa	tisfacto	ry	. In	effective	
	7 ()	6	5	4	3	2	a 1 as teles	
		informat rdinates		superiors	and giv	ving info	rmation or Very	instruct
	to subor			superiors tisfactor				instruct
	to subor Very				ry		Very	instruct
Ef	to subor Very fective 7	rdinates	Sa 5	tisfactor	гу 3	Ind	Very	instruct
Ef 20.	to subor Very fective 7	rdinates	Sa 5 vision	tisfactor 4	ry 3 persons.	Ind	Very	Instruct
Ef 	Very fective 7 Providing Very fective 7	6 ag super	Sa 5 vision Sa	tisfactor 4 to other tisfactor	y 3 persons. y 3	Inc 2 Inc 2	Very effective 1 Very effective 1	
Ef 20. Ef	Very fective 7 Providing Very fective 7 Being re job, etc.	6 aliable:	Sa 5 vision Sa 5	tisfactor 4 to other tisfactor 4	y 3 persons. y 3	Inc 2 Inc 2	Very effective 1 Very effective 1 me, stays with	th the
Ef 220.	Very fective 7 Providing Very fective 7 Being re job, etc.	6 eliable:	Sa 5 vision Sa 5	tisfactor 4 to other tisfactor 4 habits.	y 3 persons. y 3 (Shows	Inc 2 Inc 2	Very effective 1 Very effective 1 me, stays with	ith the

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22.	told to	, ecc.,						
Am	eptional ount of tiative			Average			xceptional Lack of nitiative	Reds Mu Superv Than S
	7	6	5	4	3	2	1	
23.				ying attent ne, etc.)	ion to	detail,	being sure	that
	tionally orough		E E	Satisfactor	ojeste.		xceptional Lack of oroughness	
all tom	7	6	5	4	3	2	1	
	routine	situati	ons, u	the most ap	n sense	e to com	plete tasks	, applying
	routine	situati	ons, u	sing commo	n sense	e to com	plete tasks	, applying
	routine principl ptionally	situati es that	ons, u	sing commo been learn	n sense	to composite to	plete tasks oblems, etc cceptionally	, applying
	routine principl	situati es that	have	been learn	n sense ed to s	e to composite pro	plete tasks oblems, etc cceptionally Poor	, applying
	routine principl ptionally	situati es that	ons, u	sing commo been learn	n sense	to composite to	plete tasks oblems, etc cceptionally	, applying
Lieu	routine principl ptionally Good 7 Planning (Schedul	situation situation of the situation of	ons, thave Saturated as the saturate of the sa	been learn atisfactory 4 and estim	n sense ed to s	e to composite property of the composite pro	plete tasks oblems, etc cceptionally Poor	, applying .)
25.	routine principl ptionally Good 7 Planning (Schedul	situation situation of the situation of	ons, thave Sa Sa uling, work rement	atisfactory 4 and estimand work o	n sense ed to s 3 ating t	e to composite property of the composite pro	plete tasks oblems, etc cceptionally Poor 1 complete ac	, applying .)
25.	routine principl ptionally Good 7 Planning (Schedul and thei	situation situation of the situation of	ons, thave Sa Sa uling, work rement	atisfactory 4 , and estimand work ots, etc.)	n sense ed to s 3 ating t	e to composite property of the composite pro	plete tasks oblems, etc sceptionally Poor 1 complete accipating fur	, applying .)
25. Rel	routine principl principl prionally Good 7 Planning (Schedul and their Very liable 7 Followin	situation situation of the straig of the str	ons, thave have Sa uling, work rement	atisfactory 4 , and estimand work ots, etc.) Satisfactor 4	n sense ed to se ed t	e to composite property of the composite pro	plete tasks oblems, etc cceptionally Poor 1 complete accipating fur	, applying .) tivities. ture event
25. Red	routine principl principl principl prionally Good 7 Planning (Schedul and thei Very liable 7 Followin (Launchi ver or	situation situation of the straig of the str	ons, thave have Sa uling, work rement	atisfactory 4 , and estimand work ots, etc.) Satisfactor 4	n sense ed to se ed t	e to composite property of the composite pro	plete tasks oblems, etc complete accipating fur Very (nreliable 1	, applying
25. Rel	routine principl principl principl prionally Good 7 Planning (Schedul and thei Very liable 7 Followin (Launchi ver or st Never	6 g, scheding own require 6	ons, thave have Sa uling, work rement	atisfactory 4 , and estim and work o ts, etc.) Satisfactor 4 edures when ery activity	n sense ed to se ed t	e to composite property of the composite pro	plete tasks oblems, etc complete accipating fur Very foreliable 1 art of task	, applying .) tivities. ture event
25. Rel	routine principl principl principl prionally Good 7 Planning (Schedul and thei Very liable 7 Followin (Launchi ver or	6 s, scheding own r require 6	ons, the have some some some some some some some som	atisfactory 4 , and estimand work ots, etc.) Satisfactor 4	n sense ed to se ed t	time to compose to com	plete tasks oblems, etc complete accipating fur Very (nreliable 1	, applying .) tivities. ture event

fuch	Better T	han					h Worse Than	
	age Pers						rage Person	
Jnder	Distrac	tion		Average		Unde	r Distraction	
	7	6	5	4	3	2	1 50,500	
28.	Getting bullet:	g job in ins, man	formati uals, s	on by rea	ding wr	itten ma	terials. (La	unching
Fvc	eptional:	10				Ex	ceptionally	
EXC	Good	I top soft	Sa	tisfactor	ry		Poor	
	7 000	6	5	(4550	3	2	1 - 200 min	
								•
29.		cy in ge arithmet		ob inform	ation t	hat is g	iven in number	rs and
2000						DJ 10 83	want galet	Neve
	eptional:	ly		West 12 10	89 50 c		ceptionally	Has 7
A	ccurate			Satisfacto			naccurace	
	_				3	2		X
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Neve Enc	7 Remembe	Exception (25-e3, 24-			time. (Cons	ole
30.	record: Very	ering in	formati ch valv	on for a	brief p	eriod of eadings,	time. (Cons steam pressu Very Unreliable	ole res, et
	record	ering in	formati ch valv	on for a	brief p	eriod of eadings,	Very	ole res, etc
	recorde Very eliable	ering in er, laun	formati ch valv	on for a e strobe	brief p	eriod of eadings,	Very	ole res, etc
	recorde Very eliable 7 Showing (Attenti	ering in er, laun	formati ch valv 5 5 ibility actors	on for a restrobe Satisfacto 4 for mate that can	brief ptimer rory 3	eriod of eadings,	Very	res, et
R 31.	recorde Very celiable 7 Showing (Attenti equipmen	ering in er, laun 6 responsion to font or ma	formati ch valv 5 5 ibility actors terials	on for a restrobe Satisfacto 4 for mate that can	brief primer rory 3 rial goresult	eriod of eadings,	steam pressu Very Inreliable 1 ipment, etc.	res, etc
31.	records Very seliable 7 Showing (Attenti	ering in er, laun 6 responsion to font or ma	formati ch valv 5 ibility actors terials	on for a restrobe Satisfacto 4 for mate that can	brief p timer r ory 3 rial go result	eriod of readings, 2 ods, equin in waste	steam pressu Very Inreliable 1 ipment, etc. , loss, or dar Very	res, et
31.	recorde Very eliable 7 Showing (Attenti equipment Very eliable 7	ering in er, laun 6 responsion to font or ma	formati ch valv 5 ibility actors terials	on for a e strobe Satisfacto for mate that can .)	brief p timer r ory 3 rial go result	eriod of readings, 2 ods, equin in waste	steam pressu Very Inreliable 1 ipment, etc. , loss, or dar	nage of
31.	records Very seliable 7 Showing (Attention equipment) Very sliable 7	ering in er, laun 6 responsion to fat or ma	formati ch valv 5 ibility actors terials	on for a e strobe Satisfacto for mate that can .)	brief primer rory 3 rial goresult	eriod of eadings, 2 ods, equin waste	steam pressur Very Unreliable 1 ipment, etc. , loss, or dan Very nreliable	nage of
31. Re	recorder Very eliable 7 Showing (Attention equipment Very eliable 7 Observin	ering in er, laun 6 responsion to fat or ma	formati ch valv 5 ibility actors terials	on for a e strobe Satisfacto 4 for mate that can .) atisfactor 4	brief primer rory 3 rial goresult ry 3	eriod of eadings, 2 ods, equin waste	very Inreliable 1 ipment, etc. , loss, or dan Very hreliable 1 Very	nage of
31. Re	recorder Very eliable 7 Showing (Attention equipment Very eliable 7 Observir	ering in er, laun 6 responsion to fat or ma	formati ch valv 5 ibility actors terials	on for a restrobe Satisfactor 4 for mate that can .)	brief primer rory 3 rial goresult ry 3	eriod of eadings, 2 ods, equin waste	steam pressur Very Unreliable 1 ipment, etc. , loss, or dan Very nreliable 1	nage of

		on systems. (For recovery gear, etc		condition of co	mponents
Exceptionally Aware	y 16 sekal	Satisfactory	A	Exceptionally Unaware	
7		4		1	
	tion for	n transcribing. (later use; water b			
Exceptionall Accurate	A.	Satisfactory		Exceptionally Inaccurate	Never Has To
7	6	5 4 :	3 2	1	x
		THE TOTAL PROPERTY.		ACCUPACY AN EN	
arrangi for exa	ng inform mple, lis el, etc.)	r complete in comp ation or data in s ting maintenance w Satisfactory	ome meani	ngful order or	form;
7	6	5 4 3	2	ne entradesent combonistics Year	x
20.	signals. , whistle		some typ	e of signal; ha	nd
Exceptionall Accurate	y	Satisfactory		Exceptionally Inaccurate	Never Has To
agemali 7 00 , a	6	5 4	3 2	o i no i tamata) No i no i tamata)	X
37. Underst lights,		d responding to si	gnals. (Hand signals, w	histles,
Exceptional1 Accurate	у	Satisfactory		Exceptionally Inaccurate	
7	6	5 4 4 4 4 4 5 5	2	a los and by a model	
e lda					

33. Being aware of and alert to the condition/quality of equipment,

V. OBTAINING AND OBSERVING JOB RELEVANT INFORMATION 38. Getting job information from pictures. (Pictures or picture-like materials used as sources of information; drawings in manuals, blueprints, etc.) Never Exceptionally Exceptionally Has To Satisfactory Poor Good X 7 3 39. Accuracy in getting job information from visual displays and measuring devices. (Dials, gages, signal lights, micrometers, tensiometers, rulers, etc.) Never Exceptionally Exceptionally Has To Accurate Satisfactory Inaccurate X 7 3 40. Obtaining job information by attending to spoken orders, requests, or verbal instructions. Exceptionally Exceptionally Satisfactory Inattentive Attentive 3 5 41. Being sensitive to events or circumstances that change the job situation. (Movement of aircraft, movement of personnel, etc.) Exceptionally Exceptionally Unaware Satisfactory Aware 1 3 2 7 6 5 4 42. Obtaining job information by attending to sounds or patterns of sounds. (For example, malfunction in arresting gear, etc.) Never Exceptionally Exceptionally Has To Inattentive Attentive Satisfactory X 3 1 7 6 5

43.	that car		ected t	y touchin			sture or property and a	
	ptionally tentive	TO AFTE	Sa	atisfactor	r y		ceptionally nattentive	Never Has To
	7	6	5	4	3	2	1	X
		ieni nass						a) igóváli
44.	(Deck ed	ige oper	ator, a		dentifi		es using far to determine	
	ptionally Good	iquib le sim ,ass	Sat	tisfactory	constat d A intel	Ex	ceptionally Poor	Never Has To
	7	6	5	4	3	2	1	x
Exce	objects, indicati ptionally	materi ng ligh	als, or ts, etc	details	on the l	basis of	iating or id color; for ceptionally	
At	tentive		Sa	tisfactor	у	I	nattentive	Has To
	7 (550 avi	6	5	4	3	2	1 40000	Term X m
46.		ching f					ng events. ges, aircraf	
The state of the s	ptionally servant	rowing 3	Sa	tisfactor	y		eptionally observant	Never Has To
	7	6	5	4	3	2	1	x
47.							(For examp	le, observ- ormal", etc.)
	tionally servant	ne gran	Sa	tisfactor	y		eptionally observant	Never Has To
	7	6	5	4	3	2	1	x

For the remainder of this questionnaire, select the number from the scale at the top of the page that best fits this person. Write the number in the box to the left of the item.

Size Assigning personnel to curk.

N ABE E3 or E4

	Very Effective	ve		Åverage			Very Never Ineffective Has To		
	7	6	5	4	3	. 2	1	x	
•									
(48.	Participa	ating in	field d	ays, swee	p downs	, etc.		
(49.	Painting	work spa	aces, et	elds in ; c. is also				
[50.	Inspection	ng spaces	s for sa	fety, cle	anlines	s, etc.	•	
	51.	Assigning	g person	nel to w	ork.				
[52.	Picking u	up/turnin	ng in to	ols, equi	pment, a	and supplies	3.	
	53.	Performin	ng dye pe	enetrant	test.				
	54.	Greasing	equipmen	nt.					
	55.	Replacing or replace					(pumps, val	lves, etc.)	
	56.	Measuring	throat	depth we	ear on sh	eaves.			
	57.	Checking	sound po	owered pl	nones for	proper	operation.		
	58.	Removing	and repl	lacing pa	acking gļ	ands.			
	59.	Participa	iting in	"hang-fi	ire" dril	ls.			
	60.	Removing/	replacin	ng gages	(hydraul	ic, pneu	matic, stea	um).	
] 61.	Bleeding	air from	hydraul	lic syste	m.			

ABE E3 or E4

	ry fecti	ve		Average			ery neffective		ver s To
1 2	7	6	5	4	3	2	1		x
. —									
	62.	Building	up barr	icades.		es beta			
	63.	Applying bridles,		atives to	cables	(CDPS, p	ourchase ca	bles	
	64.	Cleaning	hydraul	ic filter	s. Carl Cod				
	65.	Stowing/b	reaking	out part	s/equipm	ent.			
	66.	Rigging t	he barr	icade.					
	67.	Changing	bridle :	arrestor	straps.				
	68.	Replacing	"0" ri	ngs in va	lves/cyl	inders.			
	69.	Painting	safety	markings	on fligh	t deck.			
	70.	Maintaini	ng logs	/records	(catapul	t, fligh	t deck, fu	els,	etc.).
	71.	Participa	ting in	working	parties.				
	72.	Functiona	lly che	cking cat	apults þ	y firing	no-loads.		
	73.	Ensuring	safety :	lines are	in plac	e during	no-load f	iring	gs.
	74.	Safety wi	ring equ	uipment/g	ear/swit	ches.			
	75.	Inspecting	g compos	nents of w	ater bra	ke cylin	der (chock	ring	, etc.)

ABE E3 or E4

Never

Very Effective			Average		Very Ineffective	Never Has To	
7	6	5	4	3	. 2	1	x

76.	Changing zinc anodes in water cooling systems (flu	ld co	olers).
77.	Breaking out bridles, T-bars, etc.	,ca.	
78.	Removing broken bolts/studs from equipment.		
79.	Installing cables in retraction engine (re-reeve).		
80.	Taking cylinder elongation readings.		
81.	Replacing grease in automatic lubrication system.		

Parest openie checking rebegging by tirtur of londer

is laspenting components of areas or the cylinder (emous ring, sec.)

PERFORMANCE ANALYSIS INVENTORY

	ted: _					(ABE2)
Rater's Name & Divi					ignetiated was garde	
Number of months yo		been	this p	erson'	s supervise	or:
			1772.0	danka l	(1) 表表	Local .
Date:				ä		
This form is to be rating. It is base are considered impo	d upon	the ac	tivit	ies th	at are typi	cally performed or
Your task is to concompared to all other	sider ers yo	each it u have	em an	d eval	uate the pe	erson's performance
Here is an example:						
Operating keybo	oard de	evices. h machi	(Ty	pewrit	ers, adding	machines,
Fast and	Cat	defect		•	low or	
rast and		ed and			ith Many	Never
Almost		uracy			rrors	Has To
Almost Error Free	ACC	orac,				1100 10
	5		3	2	1 parau biglas	X
Error Free 7 6 If the person you and select and circle the performance.	5 re eval he numl	4 luating ber on e never	3 works the so	with	keyboard d hat best fi	X evices, you would ts your appraisal
Error Free	5 re evalument of the number o	luating ber on e never ould ci	works the so has t rcle t	with cale to work the X.	keyboard d hat best fi k with keyb	X evices, you would ts your appraisal oard devices in
Error Free 7 6 If the person you are to select and circle the of his performance. This present billet,	fe evaluate parti	luating ber on e never ould ci	works the so has t rcle t	with cale to work the X.	keyboard d hat best fi k with keyb	X evices, you would ts your appraisal oard devices in

HumRRO (ONR) January, 1977 Form M ABE E5

I. USE OF TOOLS & EQUIPMENT

 Work produced using non-precision tools/instruments. (Tools used to perform operations <u>not</u> requiring great accuracy or precision: hammers, wrenches, hand grease guns, electric grinder, drills, welding equipment, et.)

Exceptionally	y				E	Exceptionally	
Good		Sa	tisfactor	у .		Poor	
7	6	5	4	3	2	1	x

2. Work accomplished using handling devices. (Pouring zinc from ladles, using mechanical fingers, etc.)

Exceptionally Efficient	Satisfactory		Exceptionally Inefficient	Never Has-To
7 6	141-516 A 4-17-14	3	2 1	x

 Accurate use of measuring devices. (Micrometers, rulers, tensiometers, stop watches, etc.)

Exceptionally				Ex	Never		
Accurate	Satisfactory			Inaccurate		Has To	
7 6	5	4	3	2	1	x	

4. Work accomplished using long-handle tools or applicators. (Mopping up fuel spills, using brooms, brushes, paint rollers, etc.)

Exceptionally	Satisfactory			Exceptionally		Never		
Good				Poor		Has To		
7	6	5	4	3	2	1	x	

5. Using activation controls. (Hand or foot operated devices used to start, stop, or otherwise activate energy-using systems or mechanisms, buttons, levers, hand cranks, switches, etc.)

Very Good				Very Poor			
Knowledge of				Kn	Never		
Procedures	Sa	tisfacto	ry	Procedures		Has To	
7 6	5	4	3	2	1	x	

distinc	t posit	ions, de	tents.	or defini	te sett	operated dev ings; declut hing control	rices with ch lever valve, etc.
ANY BEAR BYEN						Very Poor	
Very Good Knowledge of Procedures	al .sl	Sa	tisfacto	ory	Kn	owledge of rocedures	Never Has To
. 7	6	5	. 4	3	2	1	x
					1:41		
can be	set at a	the begi	nning of	operati re set r	on, or	ot operated Infrequently r valve, CSV	devices that , at any , control
Exceptionall Accurate	у	S	atisfact	ory		ceptionally naccurate	Never Has To
7	6	5	4	. 3	2	1	Tan tangon
II. HAND-AR	MANIP	ULATIONS					
aligning	g. and/c	or setti	ng up; a	djusting	cable	Adjusting, c ension, cal eadouts, etc	ibrating
Exceptionally Accurate	y	Sa	itisfact	ory		ceptionally naccurate	Never Has To
7	6	5	4 6	3	2	1 3	V X
9. Assembli with the up cata	e use of	f hand t	ng machi ools. (nes or e For exam	quipment	e, either ma	nually or nd setting
Exceptionally Efficient	,	Sat	isfacto	ry		ceptionally nefficient	Never Has To
7	6	∴5	4	3	2	1	Exceptional Coud
10. Maintair	ning har	nd-arm s	teadines				controlled ering, etc.)
	(34, 341)	STENER	gnicuolo	on ande	draw to		
Highly						Poorly ontrolled,	Never
Controlled, Steady		qвэкй А	dequate		C	Unsteady	Has To
of see	6	5	4	3	2	1	X

III. COORDINATION

11. Skill or precision in coordinating hand or foot movements with eye.

(The coordination of hand and/or foot movements where the movement must be coordinated with what is seen; for example, in gage adjustment, etc.)

Very Well Coordinated	Sa	tisfact	ory		100	y Poorly rdinated	Never Has To
dr eso7 mb ba 6 m	5	4	3	2	1100	alds by av	X.

12. Coordination of entire body. (Activities involving extensive and often highly-practiced coordination activities of the whole body; crawling under aircraft, regging barricade, etc.)

Very Well Coordinate		Sa	tisfact	ory		ery Poorly oordinated	Never Has To
7	6	5	4	3	2	1	x

13. Balancing. (Maintaining balance on narrow, slippery, steeply inclined or erratically moving surfaces; walking on narrow elevated plank, standing on cat walk, during underway replenishment, etc.)

Exceptionally Good	y anota				. · . Ex	Never	
Good		Sat	isfacto	ry		Poor	Has To
7	6	5	4	3	2	1	X

IV. WORK HABITS & PROCESS

14. Maintaining specified work pace. (Operating catapult or arresting gear, hooking up, launching, etc.)

Exceptional: Good	ly	Sa	tisfacto	ry	Ex	cceptionally Poor	Never Has To
7	6	5	4	3	2	1	x

15. Maintains quality of work when performing under time pressure.

(Launching and recovery, etc.)

Exceptionally Good	· white	Sat	isfacto	ry	pana E	xceptionally Poor	Never Has To
7	6	5	4	3	2	1	x

Needs Much Supervisi Than Norm	on		Average	oje ravá	No	eeds Much Mo Supervision Than Normal	TOTORA
7	6	5	4	3	2	ě1	
17. Interac	ting wi	th petty	officers	and off	icers.		
Very Effective	up Linger	Sa Sa	tisfactor	y	1	Very neffective	ion.
7 80	6	SN 5	4 YES	3	2	1 VIII	mi idandi serodi
person;	veness workin	in deali g as a m	ng with co	-worker group,	s. (Ir team, c	nteracting wood crew, etc	ith anoth
Very Effective	lete ta	Sa	tisfactor	y	I	neffective	62.3. 692.
7	6	5	4	3	2	nda i siglad	
O Giving	informa	tion to	superiors	and siv	ing inf	ormation or	instruct
to subo		s. ·	superiors			ormation or Very	instruct
to subo		s. ·				Very	instruct
to subor Very Effective 7	rdinate	s. Sa	tisfactory 4	3		Very	instruct
to suborted to sub	rdinate	s. Sa 5 rvision	tisfactory 4	y 3 ersons.	2	Very	instruct
to suborted to sub	fdinate	s. Sa 5 rvision Sa 5	tisfactory to other p	y 3 ersons. y 3	1 · 2	Very neffective 1 Very neffective 1	23 Pla (So (So (So War) Kaliad
Very Effective 7 20. Providing Very Effective 7 21. Being region, etc.	6 ng supe 6 eliable	Sa 5 rvision Sa 5	tisfactory to other p tisfactory 4 habits.	y 3 ersons. y 3 (Shows	1; 2 1; 2	Very neffective 1 Very neffective 1 ime, stays	(13V)
Very Effective 7 20. Providing Very Effective 7 21. Being region, etc.	6 ng supe 6 eliable	Sa 5 rvision Sa 5	tisfactory to other p tisfactory 4 habits.	y 3 ersons. y 3 (Shows	I 2 2 up on t	Very neffective 1 Very neffective 1 ime, stays	(13 ES

22.	Showin told t	g initi o, etc.	ative.	(Carrying	out ne	cessary	tasks wit	hout being
Am	eptions						ceptiona Lack of	
Ini	tiative			Average		1,	nitiative	
	7	6	5	4	3	. 2	01	
23.				ing attent e, etc.)	ion to	detail,	being su	re that
						E	ceptiona	1
Excep	tionall;	y					Lack of	
	orough		S	atisfactor	у	The	roughnes	s 1
(duan	7	6	5	4	3	2	1	
24.	fied.	(Decid	ing on the	he most ap	propri	ate action	n to take	ks, applying
Exce	ptional	ly				Ex	ceptional	ly
	Good	SE SERVICE	Sa	tisfactory	7		Poor	
	7	6	5	4	3	2	710 1 ()	ne as
	(Schedu	ling ow	duling, n work a irements	and work o	ating (f other	time to c	omplete a ipating i	activities. Future events
	liable		S	tisfactor	y	Ur	reliable	
		west	5	4	3	2	1	
	7	6	,	50	ene toda	a8		
26.		ning and	recover	lures when y activit	ies, et	c.)		
Nes	er or							
	st Never					Practi	cally Alv	ays
Devia	tes Fro	m	5	Sometimes		Dev	iates Fro	m
et Pr	rocedure	28	T.	eviates		Set	Procedure	
	7	6	5	4	3	2	1	

	(Interr	uptions	or dist	formance urbances	of any	kind.)		eg .eg
Avera	Better T age Pers Distrac	on		Average		Ave	h Worse Than rage Person r Distraction	ii Lageona Lag
	7	6	5	4	3	2	1	
28.	Gettin bullet	g job in ins, man	nformationuals, so	on by rea	ding wr	itten ma etc.)	terials. (L	
	ptional Good	ly	Sa	tisfacto	r y	Ex	ceptionally Poor	
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29.	Accura doing	cy in go arithmet	etting jo	ob inform			iven in numb	
	ptional curate			atisfact		E	cceptionally Inaccurate	Never Has To
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30.	record	ering in er, laur	nch valve	strobe	timer r	eadings,	time. (Con steam press Very Unreliable	sole ures, etc.
Re	Very liable		S	atisfact	ory			
Re	The state of the s	sugla le	5	atistacti 4	3	2		
Re	The state of the s	6 final quan	5	atisfacto			eldy j ,sleng Elleng	
Tavell of salt 31.	Showing (Attent equipmen	respons	5 :1b1l1ty	for mate	3	2 ods, equ	ipment, etc.	
Tavello 31.	7 Showing (Attent	respons	5 sibility factors t	for mate	rial gooresult	2 ods, equi	ipment, etc.	
31.	Showing (Attent equipment)	respons	5 sibility factors to terials.	for mate that can	rial gooresult	2 ods, equi in waste Un	ipment, etc., loss, or da Very nreliable	amage of
31. Rej	Showing (Attent equipment of the state of th	responsion to int or ma	5 sibility factors to terials.	for mate that can	rial gooresult	2 ods, equi In waste Un	ipment, etc., loss, or da Very nreliable	amage of
31. Re:	Showing (Attent equipment of the state of th	responsion to int or ma	sibility factors to terials. Sa 5	for mate that can) tisfactor	rial gooresult i	ods, equi in waste	ipment, etc., loss, or da Very nreliable	amage of

ABE E5

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34.		tion fo	r later				osting data s, fluid hi	
	ptionall curate	À.	s	atisfact	ory		ceptionally naccurate	Never Has To
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					and a book	i antena		
35.	arrangi	ng info	rmation isting m	or data	in some	meaningf for yard	(Gathering ul order or and shipboo	form;
	ptionall; mplete	У	Sa	itisfacto	ry		eptionally complete	Never Has To
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36.			. (Comm		g by som	e type o	f signal; ha	and
AND DESCRIPTION OF THE PARTY OF	ptionall curate	у	Sa	atisfacto	ory		ceptionally naccurate	Never Has To
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37.	Understa lights,		and resp	onding t	o signal	s. (Han	d signals, w	histles,
The second second	ptionally curate	y]	Sa	tisfacto	ry		eptionally accurate	• •
	7	6	5	d of eds n	3 3. 200770	2	1 alas galvyaa	

33. Being aware of and alert to the condition/quality of equipment,

V. OBTAINING AND OBSERVING JOB RELEVANT INFORMATION 38. Getting job information from pictures. (Pictures or picture-like materials used as sources of information; drawings in manuals, blueprints, etc.) Exceptionally Never Exceptionally Has To Poor Good Satisfactory . X 7 6 39. Accuracy in getting job information from visual displays and measuring devices. (Dials, gages, signal lights, micrometers, tensiometers, rulers, etc.) Exceptionally Exceptionally Never Satisfactory Inaccurate Has To Accurate 40. Obtaining job information by attending to spoken orders, requests, or verbal instructions. Exceptionally Exceptionally Inattentive Attentive Satisfactory 3 5 41. Being sensitive to events or circumstances that change the job situation. (Movement of aircraft, movement of personnel, etc.) Exceptionally Exceptionally Unaware Satisfactory Aware 7 3 2 6 5 42. Obtaining job information by attending to sounds or patterns of sounds. (For example, malfunction in arresting gear, etc.) Never Exceptionally Exceptionally Has To Inattentive Attentive Satisfactory

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7

Attentive Satisfactory Inattentive Has 1 7 6 5 4 3 2 1 X 44. Obtaining job information by seeing differences using far vision. (Deck edge operator, aircraft identification to determine correct settings for arresting gear, etc.) Exceptionally Exceptionally Never Good Satisfactory Poor Has 3 7 6 5 4 3 2 1 X 45. Attending to differences in color. (Differentiating or identifying objects, materials, or details on the basis of color; for example, indicating lights, etc.) Exceptionally Attentive Satisfactory Inattentive Has 7 7 6 5 4 3 2 1 X 46. Being vigilant in observing continually changing events. (Continually watching frequently changing dials and gages, aircraft that a landing, etc.) Exceptionally Observant Satisfactory Nonobservant Has 7 7 6 5 4 3 2 1 X 47. Being vigilant in observing infrequent events. (For example, observing instrument panel to identify infrequent change from "normal", Exceptionally Never Total Panel Color Panel Pa				etected in earings,		з. (Но	ot compo	nents such a	s launch-
44. Obtaining job information by seeing differences using far vision. (Deck edge operator, aircraft identification to determine correct settings for arresting gear, etc.) Exceptionally Good Satisfactory Poor Has 1 7 6 5 4 3 2 1 X 45. Attending to differences in color. (Differentiating or identifyin objects, materials, or details on the basis of color; for example indicating lights, etc.) Exceptionally Attentive Satisfactory Thattentive Fas 1 46. Being vigilant in observing continually changing events. (Continually watching frequently changing dials and gages, aircraft that a landing, etc.) Exceptionally Observant Satisfactory Satisfactory Nonobservant Nonobservant Ras 1 47. Being vigilant in observing infrequent events. (For example, observing instrument panel to identify infrequent change from "normal", Exceptionally Observant Satisfactory Satisfactory Nonobservant Exceptionally Never Nonobservant Never			egal Egal	S	atisfactor	y			Never Has To
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(Deck edge operator, aircraft identification to determine correct settings for arresting gear, etc.) Exceptionally Exceptionally Poor Has 7	E4.4						••		·idys:sg
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45. Attending to differences in color. (Differentiating or identifying objects, materials, or details on the basis of color; for example indicating lights, etc.) Exceptionally Exceptionally Never Attentive Satisfactory Inattentive Has Town 7 6 5 4 3 2 1 X 46. Being vigilant in observing continually changing events. (Continually watching frequently changing dials and gages, aircraft that a landing, etc.) Exceptionally Exceptionally Never Nonobservant Has Town 7 6 5 4 3 2 1 X 47. Being vigilant in observing infrequent events. (For example, obseing instrument panel to identify infrequent change from "normal", Exceptionally Observant Satisfactory Nonobservant Has Town 9 Satisfactory Nonobservant Has Town		A COLUMN TO THE REAL PROPERTY OF THE PARTY O	1226 S 12 (23)	Sa	tisfactory		Ex		Never Has To
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objects, materials, or details on the basis of color; for example indicating lights, etc.) Exceptionally Exceptionally Never Attentive Satisfactory Inattentive Has Tourish T		* AF 1400							
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7 97 6 5 4 3 2 1 X	xcept: Obse	ionally rvant							Never Has To
	wali	7 57 2	6				2	1	X

For the remainder of this questionnaire, select the number from the scale at the top of the page that best fits this person. Write the number in the box to the left of the item.

32. Picking op/curareg in cools, equipment, and supplies.

. Siev of Issuesper schottest it work.

T. Sa. Greasing equipment.

7	6 5 4 3 2 1 X
48.	Participating in field days, sweep downs, etc.
49.	Painting work spaces, etc.
50.	Inspecting spaces for safety, cleanliness, etc.
51.	Assigning personnel to work.
52.	Picking up/turning in tools, equipment, and supplies.
53.	Performing dye penetrant test.
54.	Greasing equipment.
55.	Replacing gaskets and seals in equipment (pumps, valves, etc.) or replacing packing in pistons/cylinders.
56.	Measuring throat depth wear on sheaves.
57.	Checking sound powered phones for proper operation.
58.	Removing and replacing packing glands.
59.	Participating in "hang-fire" drills.
60.	Removing/replacing gages (hydraulic, pneumatic, steam).
61.	Bleeding air from hydraulic system.

Average

Very Effective

ABE E5

Never Has To

X

Very Ineffective

Very -	ve 12911		Āverage			ery neffective	Nev	
¥ 7	6	5 ^g	4.	3 Å	. 20	15	, X	
62.	Building	up barr	icades.		oons anls		, ju	
63.	Applying bridles,		atives t	o cables	(CDPS,	purchase ca	bles,	
64.	Cleaning	hydraul:	ic filte	rs.			.8%	
65.	Stowing/	breaking	out par	ts/equip	ment.	gir (la sami		
66.	Rigging	the barr	icade.			gy Soldsfi		
67.	Changing	bridle a	arrestor	straps.				
68.	Replacin	g "0" rin	ngs in v	alves/cy	linders.			
69.	Painting	safety m	markings	on flig	ht deck.			
70.	Maintain	ing logs	/records	(catapu	lt, flig	nt deck, fu	els, e	etc.
71.	Particip	ating in	working	parties	nipalqui			
72.	Function	ally chec	king ca	tapulțs	y firing	g no-loads.		
73.	Ensuring	safety 1	lines ar	e in plac	ce during	g no-load f	irings	
74.	Safety w	iring equ	ipment/	gear/swi	tches.	Visuelly		
75.	Inspecti	ng compon	ents of v	ater bra	ake cylin	nder (chock	ring,	et

HONORED STREET

Never

ABE E5

Very Effective			Average		Very Ineffective	Never Has To	
7	6	5	4	3)	2 2	19	x

76.	Changing zinc anodes in water cooling systems (fluid coolers).
77.	Breaking out bridles, T-bars, etc.
78.	Removing broken bolts/studs from equipment.
79.	Installing cables in retraction engine (re-reeve).
80.	Taking cylinder elongation readings.
81.	Replacing grease in automatic lubrication system.
82.	Ordering tools, equipment, and supplies.
83.	Repairing grab by replacing parts (latch, rollers, etc.)
84.	Inventorying tools, equipment, and supplies.
85.	Removing/replacing valves.
86.	Removing/replacing tubing/hoses.
87.	Breaking down/inspecting trail bars for nose tow aircraft.
88.	Visually inspecting catapult track for obstructions.
89.	Operating catapult deck edge panel.

Very Effective			Àverage			Never Has To	
7	6	5	4	3	2	1	x

III

I

I

	90.	Visually inspecting bridle arrestor track for broken bolts, alignment, etc.
	91.	Removing/replacing catapult shuttle assembly.
	92.	Removing/replacing catapult power piston assembly.
	93.	Preparing/reviewing enlisted performance evaluations.
	94.	Making up planned maintenance system (PMS) schedule.
	95.	Inspecting catapult cylinders, cylinder covers, and connecting bolts for proper installation.
П	96.	Calibrating/qualifying gages.

PERFORMANCE ANALYSIS INVENTORY

Person being evaluat	ed:	io ale beament vassuos vent <u>a</u> ac	_Please Circle (AO striker, AO3)
Rater's name and Div	rision:		
Number of months you	have been this person	's supervisor:	*
Date:			
	velous consideration of though positioned that		
razing. It is based are considered impor	sed to describe the pe upon the activities t tant in this rating, a	that are typically t the E3 or E4 le	performed or evel.
Your task is to cons compared to all othe person.	ider each item and eva r AOs you have observe	d in the same rate	as this
Here is an example:			
	oard devices. (Typewri h machines, etc.)	ters, adding machi	nes, calcu-
Fast and	Satisfactory	Slow or	Never
Almost	Speed and	with Many	Has to
Error Free	Accuracy	Errors	
7 6	5 4 3	2 1	X
If the person you ar	e evaluating works wit	h key-board device	s, you would

If the person you are evaluating works with key-board devices, you would circle the number on the scale that best fits your appraisal of his performance. If he never has to work with key-board devices in his present billet, you would circle the X.

Remember, you are to evaluate this man by comparing him to all men you have observed at his particular rate.

MENT C

HumRRO (ONR)
January 1977
Form M AO E3 or E4

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/n	1-		rumante	nsed t	o perior	tools/instrument m operations requ , soldering irons	••
						Exceptionally	Never
Exception	ally				mire resid	Poor	Has to
Good		Sa	tisfacto	ry		Poor	
7	6	5	4	3	2	and the sections	x
perform of	perati	ons not	requiri	ing gre	at accura	ruments. (Tools us acy or precision; ir socket gun, etc	brrers,
Exception	-11-					Exceptionally	Never
Good	La s	Sa	tisfacto	ry		Poor	Has to
eg a ¹ 2 7 1223 18.0383,3669	6		4	3	2	or in Mean they	,
Using actions start, stofork lifts	ivation	n contr otherw	ols. (Ha ise acti	nd or :	foot ope	1 rated devices used ing systems or med	d to
start, sto fork lifts	ivation	n contr otherw	ols. (Ha ise acti	nd or :	foot ope	1 rated devices useding systems or med Very Poor	d to chanisms: Never
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start, sto fork lifts Very Good Knowledge Procedures 7 Using fixe distinct p	of sed sette osition check	n controtherw t equip Sa 5 ting coons, decs, hi-	ols. (Haise actiment, et	yate end or : vate end or : va	foot oper nergy-us: 2 or foot nite sets	Very Poor Knowledge of Procedures l operated devices tings; weapon test	Never Has to

Effective use of powered mobile equipment. (Fork lifts, flat beds, 5. bomb trucks and trailers, weapons loaders, etc.) Never Satisfactory Highly Has to Ineffective Effective 7 6 5 4 3 HAND/ARM MANIPULATIONS Assembling/disassembling machines or equipment either manually or 6. with the use of hand tools. (Bomb racks, photo pods, launchers, bombs, missiles, etc.) Exceptionally Never Exceptionally Satisfactory Inefficient Efficient 1 W. Harding and X 2 3 Care or speed in arranging objects, materials, etc. in a specific position or arrangement. (Magazine handling, loading aircraft, loading ordnance, etc.) Exceptionally Satisfactory Exceptionally Good Poor Has to 7 3 2 X 1 Speed or thoroughness in physical handling. (Physically handling ob-8. jects or materials, either manually or with use of aiding devices when there is little requirement for careful positioning or arrangement of objects) Exceptionally Satisfactory Exceptionally Never Has to 6 5 4 3 2 1 X III. COORDINATION Skill or precision in coordinating hand or foot movements with eye. (The coordination of hand and/or foot movements where the movement must be coordinated with what is seen; aero 47 loader, bomb hoist, etc.)

Very Wel Coordina		S leaf yes	atisfac	tory		Very Poorly Coordinated	Never Has to
7	6	5	4	3	2	a 1 a	. x

IV.	WORK HAI										
10.	Maintaining specified work pace (Assembling ordnance, belting munition, missile testing, etc.)										
	Exception Good	S	atisfac	tory		cceptionally or	Never Has to				
	/ 32ndae	6	5	4	3	2	1	X			
11.	Maintain example,	s quali ordnan	ty of w	ork whe	n perfo	rming u	nder time peparation,	ressure. (For etc.)			
	Exception Good	nally	S	atisfac	tory		ceptionally or	Never Has to			
	. 7	6	5	4	3	2	1 .	X			
12.	The amou	nt of su	pervis given	ion thi	s perso s rate	n requi	res compare	d to the amount			
	Needs Mu Supervis Is Norma	ion That		Averag e	. 27015	Su	ed Much More pervision T Normal				
	7	6	5	4	3	2	1				
13.	Interact	ing with	petty	office	rs and	officer	s.				
	Very Eff	ective.	Sa	atisfac	tory	Ve	ry Ineffect:	ive			
	7	6	5	4	3	2	1				
14.	Effectiveness in dealing with co-workers. (Interacting with another person; working as a member of a group, team or crew, etc.)										
	Very Eff	ective	Sa	tisfac	tory	Ve	ry Ineffect	ive			
	7	6	5	4	3	2	1 161 1243 15 45 161 172				
15.	Giving into subore			superion	rs and ;	giving	information	or instruction			
	Very Eff	ective	Sa	tisfact	tory	Ve	ry Ineffecti	verstroop			
	7	6	5	4	3	2	1				

Providing supervision to other persons. 16. Very Satisfactory Ineffective · Effective _estilu7 dos & 6 tombes 5s mais 4 unique 3 mm box 2 inline, and northwester ties to equalica activities. Being reliable in work habits. (Shows up on time, stays with the 17. job, etc.) Very Unreliable Satisfactory Very Reliable 7 5 3 2 1 Showing initiative. (Carrying out necessary tasks without being told to, etc.) als dell doma gerken Exceptional Exceptional Lack of Amount of Initiative Initiative Average 6 5 4 3 2 19. Being thorough. (Paying attention to detail, being sure that nothing is left undone, etc.) Exceptionally Inattentive Exceptionally Satisfactory Attentive 7 6 5 3 2 1 mai respondi Reasoning in situations where procedures are not completely specified. 20 .. (Deciding on the most appropriate action to take in non-routine situations, using common sense to complete tasks, applying principles that have been learned to solve problems, etc.) Exceptionally Satisfactory Exceptionally Good Poor 6 5 4 3 2 1 25. Accorded in secting job information that is given in numbers. A define

AO E3 or E4

21.	(Scheduli and their	ng own requir	work a	and wor	ck of c			complete act	
	Exception Reliable	ally	S	atisfa	ctory	22047		ceptionally reliable	17. Reing
	aldasi 7	6	5	4	5		2	1 2 (40)	
22.	specific	set pro	cedure	s or	routine	es in o	rder	art of task. to obtain sa st, etc.)	(Following
	Never or	Almost	net c	atisf:	actory		Pr	actically Al	ways
	Never Dev							viates From	
	Set Proce	Carlotte State of the Control of the					Se	t Procedures	table!
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	Performs Better Th Person Un Distracti	Much an Aver der		Avera		any ki	Per Wor	rforms Much rse Than Ave rson Under straction	
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									204. Reaster
24.	Getting j safety bu				reading			terials. (Te	
	Exception Good		#41 S	atisfa	actory		Po	ceptionally or	
	7	6	5	. 4	€ 3		2	1 3	
25.	Accuracy	in gett	ing jo	b info	rmatio	on that	is g	iven in numb	ers.& doing a
		-11		atiof.	ctory		Ex	ceptionally	Never
	Accurate	arry		atiste	ccory			accurate	Has to

AO E3 or E4

31. Seeking yob information from rised; Sieplays. (For masple, from Remembering information for a brief period of time. Very Unreliable Very Reliable Satisfactory 1 5 27. Showing responsibility for material goods, equipment, etc. (Attention to factors that can result in waste, loss, or damage of equipment or materials, etc.) Very Reliable Satisfactory Very Unreliable 4 5 3 2 1 28. Observing safety precautions on the job. Very Reliable Satisfactory Very Unreliable 6 5 4 3 2 1 7 Obtaining job information by attending to spoken orders, requests or verbal instructions. (Arming aircraft as a team, loading and unloading aircraft, etc.) Exceptionally Satisfactory Exceptionally Attentive Inattentive 5 4 3 Being aware of and alert to the condition/quality of equipment, 30. material or weapon systems. (Weapons readiness inspection, inspecting bombs, photo pods, launchers, etc.) Satisfactory Exceptionally Exceptionally Aware Unaware 1

V. CETATRIME AND OSSERVING LOE RELEVANT INFORMATION

AO E3 or E4

		a 0	DCEDUTA	10 TOP T	THE PER YEAR	TNEORMAT	TON	
٧.	OBTAININ	G WND O	BSEKAIN	IG JUB I	GEFEANI	INFORMAT		
31.	Getting test equ			n from	visual (displays.	(For examp)	le, from
	Exceptio Good	nally		atisfac	tory	Ex Po	ceptionally or	Never Has to
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	7	6	5	£ 4	٤3	A	e e	1
32.	worked w	ith or of info	modifiermation	d. (Pa	eing mo	terials,	als as they a objects, etc. orked on, or tc.)	, which are
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33.	of estab	lished s	standar	ds. (E	ither or	ects, mai ne's own v	erials, etc. work products etc.)	or those
	Exception Good	nally	S	atisfac	tory	Exc Poo	eptionally or	Never Has to
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34.	objects,	materi	als, or	detail	s on the	(Differen e basis o des, etc.	tiating or id f color; maga)	dentifying azine colors
	Exception Attentiv	Control of the Contro	S 12 Linp	atisfac	tory		ceptionally attentive	Never Has to
	7	6	5	4	3	2	. 1 0 0 0 0 0 0	X

AS to E3 OA

35. Being vigilant in observing continually changing events. (For example, controlling aircraft into and out of arming area, etc.) Satisfactory Exceptionally Never Exceptionally Non-observant Has to Observant 7 2 . X 36. Being vigilant in observing infrequent events. (For example, safety monitoring, etc.) Satisfactory Exceptionally Exceptionally Never Non-observant Has to Observant 5 2 1 X 7 3 Judging depth or distance. (Judging the distance from the observer to objects or the distances between objects as they are positioned in space; positioning ordnance under aircraft, positioning handling

Satisfactory

5

3

2

Exceptionally

Inaccurate

1

Never

Has to

X

equipment, etc.)

6

Exceptionally

Accurate

For the remainder of this questionnaire, select the number from the scale at the top of the page that best fits this person. Write the number in the box to the left of the item.

N AO E3 or E4

A Comment of the Comm

Ineffective Effective Average 2 1 38. Participating in field days, sweep down, etc. 39. Painting work spaces, magazines, etc. Assigning personnel to work. Inventorying ordnance, tools, equipment, or supplies. 41. Uncrating ordnance/equipment or breaking out/stowing ordnance 42. or parts. Picking up/turning in tools, equipment, and supplies. Conducting general safety inspections of spaces/equipment. 44. Participating in ordnance evolutions (VERTREP, UNREP, etc.). 45. Issuing/receiving ordnance. 46. : 47. Preparing ordnance/equipment for shipment (palletize, crate). Participating in working parties. 48. Maintaining logs/records (magazine temperatures, small arms 49. issue, supply, etc.). Performing magazine maintenance (clean vents, clean drains, 50. change bulbs, etc.). 51. Picking up/turning in ordnance.

10

Very

AO E3 or E4

Never

Has To

Very

Very . Effective			4	verage	Very Ineffective	Never Has To		
7	6 .	5		4	3	2	Z 1 9	x

	52.	Taking/recording magazine temperatures.
	53.	Preparing training lectures.
□ :	54.	Placing identifying marks on tools, equipment, or ordnance (paint, stencil, etch, tape, etc.).
	55.	Cleaning ordnance. The Arton as a sense by a
	56.	Performing quality assurance (QA) inspection on ordnance in ready/build-up area.
	57.	Filling out work requests/work orders.
	58.	Counseling personnel on military/personal matters.
	59.	Replacing "O" rings, gaskets, seals, etc.
	60.	Maintaining status boards.
	61.	Lubricating mechanical components.
	62.	Configuring ordnance handling equipment (change adapters) as required.

Performing chapters authorouse (class contest class dining chapter below otes).

PERFORMANCE ANALYSIS INVENTORY

Person being evaluat	ed:	Danko kasat sakat Dankatan pakat	_ (AO2)
Rater's name and Div	ision:	TURNERS SERVE	•
Number of months you	have been this person's	supervisor:	06%
Date:			
This form is to be us	sed to describe the perf	ormance of person	ns in the AO performed or
rating. It is based	tant in this rating, at	the E5 level.	
rating. It is based are considered important four task is to constant to all other	ider each item and evaluer AOs you have observed	the E5 level. ate the person's	performance
rating. It is based are considered important four task is to constant to all other person.	tant in this rating, at ider each item and evalu	the E5 level. ate the person's	performance
rating. It is based are considered important task is to considered to all other person. Here is an example: Operating key-bo	tant in this rating, at ider each item and evalu	the E5 level. ate the person's in the same rate	performance as this
rating. It is based are considered important task is to considered to all other person. Here is an example: Operating key-bo	ider each item and evalue AOs you have observed ovard devices. (Typewrite:	the E5 level. ate the person's in the same rate	performance as this

If the person you are evaluating works with key-board devices, you would circle the number on the scale that best fits your appraisal of his performance. If he never has to work with key-board devices in his present billet, you would circle the X.

Remember, you are to evaluate this man by comparing him to all men you have observed at his particular rate.

HumRRO (ONR) January 1977 Form M AO E5

HUMAN RESOURCES RESEARCH ORGANIZATION ALEXANDRIA VA F/G 5/10
PERFORMANCE OF MEN IN DIFFERENT MENTAL CATEGORIES: 2. ASSESSMEN--ETC(U)
SEP 78 R VINEBERG, J N JOYNER N00014-75-C-0938 AD-A061 095 HUMRRO-TR-78-1 NL UNCLASSIFIED 2 OF 3 061095 慧

						tools/instrument	
1.	Work produced	using e	nergy-po	wered p	recision	tools/instrument m operations requ	ir-
	(Powered tool)	S OF INS	precisi	ion: for	example	, soldering irons	etc.)
	Ing great acc	dracy or	precisi	ion, ror	CAMIPLO		
	Exceptionally					Exceptionally	Never
	Good		tisfact	ory	-	Poor	Has to
	This is the			tils meso	seed a		
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	Hawk myaduaad	undan a		cion to	le/inst	ruments. (Tools u	sed to
2.	work produced	tions no	m-preci	ing ores	t accur	acy or precision;	pliers.
	ecreudrivers	socket s	renches	air di	rills. a	ir socket gun, et	c.)
	Screwdilvers,	SOCKEL !	vi cheneo	devises	nd bazu	and that to be present that	200
	Exceptionally					Exceptionally	Never
	Good		tisfact	ory		Poor	Has to
	7 6	5	4	1933 des	2	neo 1 o at associa	X X
		214-1-1115-121	3 19 50 0	ave nos		- Lad dandage ugo	4 +
3.	Using activati	ion contr	ols. (H	and or I	oot ope	rated devices use	chanieme.
	fork lifts, to				iergy-us.	ing systems or me	Chanzano,
	lork lines, te	est edarl	ment, e				
	Very Good					Very Poor	Never
	Knowledge of					Knowledge of	Has to
	VIIONTEGES OF						
	Procedures	Sa	atisfact	ory		Procedures	
12840		Sa	tistact	ory		Procedures	
1300 91 as		Sa 5	4	3	2	Procedures	x
13W 01 8	Procedures 7 6	5	4	3		bas Jang 1 tanak 2012 tana	
. tawi	Procedures 7 6 Using fixed se	5 etting co	4 entrols.	3 (Hand	or foot	l operated devices	with
town of an	Procedures 7 6 Using fixed sedistinct positions	5 etting co	4 ontrols.	3 (Hand or defin	or foot	bas Jang 1 tanak 2012 tana	with
town of an	Procedures 7 6 Using fixed se	5 etting co	4 ontrols.	3 (Hand or defin	or foot	l operated devices	with
4. Z	Procedures 7 6 Using fixed sedistinct position continuity che	5 etting co	4 ontrols.	3 (Hand or defin	or foot	l operated devices tings; weapon tes	with ting,
tovi et al 4. Z	Procedures 7 6 Using fixed sedistinct positiontinuity che	5 etting co	4 ontrols.	3 (Hand or defin	or foot	l operated devices tings; weapon tes Very Poor	with ting,
town of all the property of th	Procedures 7 6 Using fixed sedistinct position continuity cheevery Good Knowledge of	5 etting co tions, de ecks, hi-	4 ontrols.	3 (Hand or defin t, etc.)	or foot	l operated devices tings; weapon tes Very Poor Knowledge of	with ting,
town to a local management of a local manage	Procedures 7 6 Using fixed sedistinct positiontinuity che	5 etting co tions, de ecks, hi-	ontrols. etents, pot tes	3 (Hand or defin t, etc.)	or foot	l operated devices tings; weapon tes Very Poor	with ting,
4. A Lucy m	Procedures 7 6 Using fixed sedistinct position continuity cheevery Good Knowledge of	5 etting co tions, de ecks, hi-	ontrols. etents, pot tes	3 (Hand or defin t, etc.)	or foot	l operated devices tings; weapon tes Very Poor Knowledge of	with ting,
4. Z	Procedures 7 6 Using fixed sedistinct position continuity checkers Very Good Knowledge of Procedures	5 etting co tions, de ecks, hi-	ontrols. etents, pot tes	3 (Hand or defin t, etc.) ory	or foot ite set	operated devices rings; weapon tes Very Poor Knowledge of Procedures	with ting, Never Has to

5.	Effective use of bomb trucks and t	powered mobile railers, weapo	e equipment. ons loaders	(Fork lifts, fl. etc.)	at beds,
	Highly Effective	Satisfacto	ory 88380	Very Ineffective	Never Has to
	pula (7) , man 6 haw	54	3 2	1 Nosqa galmisinid	x .
II.	HAND/ARM MANIPULA	TIONS	nalejou:		
6.	Assembling/disass with the use of h bombs, missiles,	and tools. (nes or equip Bomb racks,	photo pods, launc	lly or hers,
	Exceptionally Efficient	Satisfacto	ory	Exceptionally Inefficient	Never Has to
03 B	7 6 10	5 4	3 2	1	x
7.				ials, etc. in a sp ing aircraft, load	
	Exceptionally Good	Satisfacto	ory	Exceptionally Poor	Never Has to
	7 6	5 4	3 2	1	x
8.	jects or material	s, either manu	ally or wit	. (Physically hand th use of aiding do ul positioning or	evices
	Exceptionally Good	Satisfacto	ry	Exceptionally Poor	Never Has to
	7 6	5 4	3 2		x
III.	COORDINATION				
9.	(The coordination	of hand and/o	r foot move	foot movements wi ments where the mo o 47 loader, bomb	vement
	Very Well Coordinated	Satisfacto	ry	Very Poorly Coordinated	Never Has to
	7 6	5 5 4 9	3 2	1	x

IV.	WORK HAB	ITS AND	PROCE	ss					
10.	Maintain: munition	ing spec	ified e tes	work pacting, etc	ce (Ass	embling	ordnance,	belting am	-,
	Exception Good	nally	anim Leve	Satisfac	tory	Ex Po	ceptionally or	Never Has t	
	7	6	5	4	3	2	ilanina 1 maraha	Male X	
11.	Maintains example,	qualit ordnanc	y of w	work when	n perfo	rming u	nder <u>time propertion</u> ,	ressure. (For
	Exception Good	nally	5	Satisfact	tory	Ex	ceptionally or	Never Has t	
	7	6	5	4	3	2	1	x	
12.	The amounthat is r	nt of su normally	pervis giver	sion this	perso rate	n requi: and rat	res compared	i to the a	mount
	Needs Muc Supervisi Is Normal	on Than		Average		Suj	ed Much More pervision TI Normal		
	7	6	5	4	3	2	1		
13.	Interacti	ng with	petty	officer	s and	officer	SHEEDIL TO		
	Very Effe	ctive	S	atisfact	ory	Ver	y Ineffect:	ive	
	7.000	6	5	4	3.3	2	1/218/0023		
14.	Effective person; w	eness in orking	deali as a m	ng with ember of	co-wor	kers. (1 up, tear	Interacting or crew, o	with anoth	her
	Very Effe	ctive	S	atisfact	ory	Ver	y Ineffect	ve	
	niw a 7 1986	6	5	4,013	3	2	in <mark>l</mark> ana te oftentibecos	ilias .	
15.	Giving in to subord		on to		s and p		nformation	or instru	ction
	Very Effe	ctive	s	atisfact			y Ineffecti		
	7	6	5	4	3	2	1 8	τ.	
	P.E								

Providing supervision to other persons. 16. Very Satisfactory Very Effective Ineffective 2 Being reliable in work habits. (Shows up on time, stays with the 17. job, etc.) Very Unreliable Very Reliable Satisfactory 7 6 5 7 4 4 4 4 3 . 2 6 2 6 2 6 2 6 7 Showing initiative. (Carrying out necessary tasks without being told 18. to, etc.) Exceptional Exceptional Lack of Amount of Initiative Initiative Average 5 4 3 2 1 1 1 1 1 1 1 1 19. Being thorough. (Paying attention to detail, being sure that nothing is left undone, etc.) Exceptionally Satisfactory Exceptionally Inattentive Attentive 2 Reasoning in situations where procedures are not completely specified. 20.. (Deciding on the most appropriate action to take in non-routine situations, using common sense to complete tasks, applying principles that have been learned to solve problems, etc.) Exceptionally Exceptionally Satisfactory Good Poor 7 6 5 4 3 2 1 \$45500 sh

AO E5

					or nol	aupet rás		.81
21.	Planning, so (Scheduling and their re	own work	and work	of othe	time ters, an	o comple ticipati	te activities ng future eve	s, ents
	and their re	quar e	,,					
	Exceptionall Reliable	.y	Satisfac	tory		Exception Unreliab		
	drtw.evers	6 5	47 44 473	5 11d	2	rafi a n is		17.
22.	Following fi specific set outcomes; fo	procedu	res or ro	utines i	n orde	r to obt	task. (Foliain satisfactor)	lowing
	outcomes, 10	r exampr	e, daring	Tougrue	Circuit			
	Never or Alm Never Deviat Set Procedur	es From	Satisfac	tory		Practica Deviates Set Proc		
		togspall ka abu.5 takskul	4	3	2	1		
23.	Quality or r (Interruption	ate of pons or dis	erformanc sturbance	e when was of any	orking kind.	under d	istractions.	
	Performs Muc Better Than Person Under Distraction	Average	Averag	e		Performs Worse The Person Un Distract	an Average nder	
	7 6	5	4	3	2	1		
24.	Getting job safety bulle	informat:	ion by re	ading wr	itten	material	s. (Tech man	uals,
	Exceptionall Good	y	Satisfac	tory		Exception Poor	nally	
	7 6	5	. 4	3	2	1,,		
25.	Accuracy in arithmetic.	getting j	ob inform	nation t	hat is	given in	numbers and	doing
	Exceptionall Accurate	у	Sati	sfactory			eptionally concurate	Never Has To
	7	6	5	4	3	2	1	x

26.							05 to 401 kg	
	Very Rel	iable		Satisfac	tory		ery Unreliab	le
TOUR SE L	. 7 (1)	6	100 T 5	4 0	rei 3 fel	2 2 .	1 isanta	9 2213 5000
27.	Showing to facto material	rs that	can re	y for mat esult in	terial g waste,	goods, ed loss, or	quipment, etc damage of e	c. (Atten
	Very Rel	iable		Satisfact	ory	Ve	ry Unreliabl	le
	7	6	5 00	4	3	2	10 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	
O THE	13.y (E)	abot to	nne T		roz polaz	Sayes		
28:	Observing	g satet	y preca	utions o	n the j	ob.		
	Very Rel:	iable	S	atisfact	ory	Ve	ry Unreliabl	e
29.	verbal i	nstruct	ions.	(Arming			l oken orders, eam, loading	
29.	Obtainin verbal i loading	g job instruct aircraf	nformations.	tion by a	attendin aircraf	ng to spo t as a t	oken orders, eam, loading	
29.	Obtainin verbal i loading	g job instruct aircraf	nformations.	tion by a (Arming	attendin aircraf	ng to spo t as a t	oken orders, eam, loading	
29.	Obtainin verbal i loading	g job instruct aircraf	nformations.	tion by a (Arming	attendin aircraf	ng to spo t as a t	oken orders, eam, loading	
29.	Obtainin verbal i loading Exception Attentive 7 Being aw material	g job instruct aircraf mally e 6 are of or wea	nformations. t, etc. 5 and ale	(Arming .) Satisfact	attendin aircraf cory 3 ne condi	eg to spectas a t	oken orders, eam, loading ceptionally attentive	g and un-
tor or s	Obtainin verbal i loading Exception Attentive 7 Being aw material	g job instruct aircraft nally e 6 are of or weahoto po	nformations. t, etc. 5 and alepon systems, last	(Arming (Arming) Satisfact 4 ert to the	attendin aircraf cory 3 ne condi (Weapons etc.)	Exition/quarter	ceptionally attentive	g and un-
tor or s	Obtainin verbal is loading. Exception Attentive 7 Being aw material bombs, p Exception Aware	g job instruct aircraft nally e 6 are of or weahoto ponally	nformations. t, etc. 5 and alepon systems, land	Arming Catisfact 4 ert to the stems. (unchers,	attendin aircraf cory 3 ne condi (Weapons etc.)	Exition/quase reading	ceptionally attentive lality of equiess inspectionally	g and un-
tor or s	Obtainin verbal is loading. Exception Attentive 7 Being aw material bombs, p Exception Aware	g job instruct aircraft nally e 6 are of or weahoto ponally	nformations. t, etc. 5 and alepon systems, land	Arming (Arming) Satisfact 4 ert to the stems. (unchers, Satisfact	attendin aircraf ory 3 ne condi (Weapons etc.)	Exition/quase reading	ceptionally attentive lality of equiess inspectionally acceptionally acceptionally acceptionally aware	g and un-

Special Section 2

STREET, STREET

France |

AO E5

31.	Getting job info test equipment,		displays. (For examp	le, from
	Exceptionally Good	Satisfactory	Exceptionally Poor	Neve Has
noline) nt or			of (2:116:er1q*or gap	
32.	worked with or me sources of inform	odified. (Parts, mat	ng materials as they a terials, objects, etc. dified, worked on, or ection, etc.)	, which
	Exceptionally Good	Satisfactory	Exceptionally Poor	Neve Has
	7	5 4 3	in 2 laterial	Viety
33. To ad	Observing or insp of established st of others; for ex Exceptionally	ecting products, obj	ects, materials, etc. e's own work products dnance, etc.) Exceptionally	in ter
33. To ad	Observing or insp of established st of others; for ex	ecting products, obj andards. (Either on ample, inspecting or	ects, materials, etc. e's own work products dnance, etc.)	in ter
33. To ad	Observing or insp of established st of others; for ex Exceptionally Good	ecting products, objecting ordered ample, inspecting ordered Satisfactory	ects, materials, etc. e's own work products dnance, etc.) Exceptionally Poor	in ter or tho Neve Has
33.	Observing or insp of established st of others; for ex Exceptionally Good 7 6 Attending to diff objects, material	ecting products, objecting ordered ample, inspecting ordered Satisfactory 5 4 3 erences in color. (ects, materials, etc. e's own work products dnance, etc.) Exceptionally Poor 2 1 Differentiating or id basis of color; maga	in ter or tho Neve Has X
To ad	Observing or insp of established st of others; for ex Exceptionally Good 7 6 Attending to diff objects, material	secting products, objecting and ards. (Either one ample, inspecting or Satisfactory 5 4 3 Serences in color. (s, or details on the color code satisfactory	ects, materials, etc. e's own work products dnance, etc.) Exceptionally Poor 2 1 Differentiating or id basis of color; maga	in ter or tho Neve Has X entifyi zine co

Being vigilant in observing continually changing events. (For example, controlling aircraft into and out of arming area, etc.) Exceptionally Exceptionally Never Satisfactory Non-observant Has to Observant 7 6 5 1 X 2 3 36. Being vigilant in observing infrequent events. (For example, safety monitoring, etc.) Never Exceptionally Exceptionally Satisfactory Has to Observant Non-observant 7 X 6 3 1 5 Judging depth or distance. (Judging the distance from the observer 37. to objects or the distances between objects as they are positioned in space; positioning ordnance under aircraft, positioning handling equipment, etc.) Exceptionally Satisfactory Exceptionally Never Has to Accurate Inaccurate 7 2 X 4 3 1

For the remainder of this questionnaire, select the number from the scale at the top of the page that best fits this person. Write the number in the box to the left of the item.

AO E5

X Participating in field days, sweep down, etc. 39. Painting work spaces, magazines, etc. Assigning personnel to work. 40. Inventorying ordnance, tools, equipment, or supplies. 41. Uncrating ordnance/equipment or breaking out/stowing ordnance 42. or parts. Picking up/turning in tools, equipment, and supplies. 43. Conducting general safety inspections of spaces/equipment. 44. Participating in ordnance evolutions (VERTREP, UNREP, etc.). Issuing/receiving ordnance. Preparing ordnance/equipment for shipment (palletize, crate). Participating in working parties. 48. Maintaining logs/records (magazine temperatures, small arms 49. issue, supply, etc.). Performing magazine maintenance (clean vents, clean drains, 50. change bulbs, etc.). Picking up/turning in ordnance.

10

Average

Very .

AO E5

Effective

Never

Has To

Very .

Ineffective

	y ectiv	e ^{oulio} nii:		Average			ry effective	Never Has 1	1910
	7	6 1	5 🙎	4 🐔	3 A	2 &	1 8	X	
				-					
	52.	Taking/re	ecording	magazine	e tempera	tures.			
	53.	Preparing	traini	ng lectur	es.				
	54.	Placing i					oment, or o	ordnanc	e i
	55.	Cleaning	ordnanc	e. alo		dro sni	ysozuaval.		
applant	56.	Performing ready/bui			nce (QA)	inspect	ion on ord	Inance	in
	57.	Filling o	ut work	requests	/work or	ders.			
, 28	58.	Counselin	g person	nnel on m	ilitary/	personal	matters.		
2.57	59.	Replacing	"0" ri	ngs, gask	ets, sea	ls, etc.			
	60.	Maintaini	ng stati	us boards	annone g				
. () ins	61.	Lubricati	ng mech	anical co	mponents	nestro:			
	62.	Configuri as requir		ance hand	ling equ	ipment (change ada	pters)	
	63.	Signing f support e					t equipmen	t, grou	ind
☐ am²	64.	Assigning	job pr	iorities.		ragen o los, etc			
	65.	Ensuring	complian	nce with	safety me	essages,	directives	s, etc.	

11 01

AO E5

Never Has To

AD ES

Very Ineffective

Very Very Never Effective Average Ineffective Has To

- 66. Filling out maintenance action forms (MAFS).
- 67. Screening reports for accuracy/completeness.
- 68. Maintaining "required reading" boards.
- 69. Inspecting/verifying quality of work performed.
- 70. Issuing tools, equipment, and supplies.

PERFORMANCE ANALYSIS INVENTORY

Person being evaluated:			Please Circle: (EM striker, EM EM2)
Rater's name and Division	n:		
Number of months you have	e been this pers	on's supervisor:	
Date:			
This form is to be used rating. It is based upo are considered important	on the activities in this rating,	that are typicall at the E3, E4, or	y performed or E5 level.
Your task is to consider compared to all other EMperson. Here is an exam	is you have obse	valuate the person rved in the same r	's performance ate as this
Operating key-board tors, keypunch mach		iters, adding mach	ines, calcula-
Almost	Satisfactory Speed and Accuracy	Slow or with Many Errors	Never Has to
7 6 5	4 3	2 1	x
If the person you are ev circle the number on the	scale that best	fits your appraisa	al of his per-

billet, you would circle the X.

Remember, you are to evaluate this man by comparing him to all men you have observed at his particular rate.

HumRRO (ONR) December, 1976 Form M-EM

ı.	USE OF TO	DOLS AND	D EQUI	PMENT				
1.	(Powered	tools	or ins	trument	s used	to perfe	on tools/instrorm operations ring irons, et	requiring
	Exception	nally	edyld retige	Satisfa	ctory		Exception- ally Poor	Never Has to
	: 7	6	5	4	3	2	1 0	X
2.	to perfor	m oper	ations	not re	quiring	great a	struments. (To accuracy; scre anders, spray	w drivers,
	Exception	nally	323	Satisfa	ctory		Exception- ally Poor	Never Has to
	7	6	5	4	3	2	1	x
3.	Using fix distinct selector	positi	ons, d	etents,	. (Han or def	d or fo	ot operated de ettings; for e	evices with example, TV
	Very Good Knowledge Procedure	e of		Satisfa	ctory		Very Poor Knowledge of Procedure	Never Has to
	7 7	6	5	4	3	2	1	X (00)
4.	can be s	et at t	he beg	inning	of oper	ation,	foot operated or infrequentl tric propulsic	ly, at any
	Exception Accurate		(1863) 19(1863)	Satisfa	ctory		Exception- ally Inac- curate	Never Has to
	70 7 00 03 ani)	6	5 ulia usun	4	3	2	i R (PAS)	X noling by B ode words

Comment of the Commen

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Emercial Property

Contract Town

	Operating systems, e	tc.)		ices. (ards, e		opulsion 4)
	Fast and A			tisfacto		The second second second	low or th Many	Never Has to
	DITOT FIEE		Ac				rors	Exception Coed
	7.8	6	5	4	3	2	. 1 a	x
6.	uous adjus	-operations to the contract of	ated con (Cont ot conti	trols that rols oper nuous adj	ated by	hand or	arm for	ot contin- making propulsion
	Exceptiona Good	11y	Sa	tisfactor	y		ception-	Never Has to
	7	6	5	4	3	2	1 8	x
								Kil gried
7.	Using foot uous adjus frequent, presses, e	tment.	(Cont	rols oper	ated by	foot or	leg for	
7.	uous adjus frequent,	tment. but no	(Cont ot conti	rols oper	ated by ustment	foot or s; switc	leg for	making
7.	uous adjus frequent, presses, e Exceptiona Good	tment. but no tc.)	Sa 5	rols oper nuous adj tisfactor	ated by ustment y 3	foot on s; switch Ex al	e leg for chboards, ception-ly Poor	making drill Never Has to X
7. 1ad	uous adjus frequent, presses, e Exceptiona Good	tment.but note.)	Sa 5	rols oper nuous adj tisfactor	ated by ustment y 3	foot on s; switch Ex al	e leg for chboards, ception-ly Poor	making drill Never Has to X
3 ad	uous adjus frequent, presses, e Exceptiona Good 7	tment. but no tc.) lly 6 ANIPUI /adjus	Sa Sting man setting	rols oper nuous adj tisfactor 4 chines or up; coil	ated by ustment y 3 equipm	foot on s; switch Ex al 2	e leg for chboards, ception-ly Poor l	making drill Never Has to X calibrating
ind	uous adjus frequent, presses, e Exceptiona Good 7 HAND-ARM M Setting up aligning a	tment. but no tc.) lly 6 ANIPUI /adjus nd/or circu	Sa Sa ATIONS Sting man setting man itry, en	rols oper nuous adj tisfactor 4 chines or up; coil	ated by ustment y 3 equipm winder	foot on s; switch s; switch all 2 ent. (As, drill Exal)	e leg for chboards, ception-ly Poor l	making drill Never Has to X calibrating

9,.	Assemblin with the boards, e	use of ha	embling and tool	machine Ls. (Mot	s or equ	nipment,	either ma s, generat	nually or ors, switch-	
	Exception Efficient		Sati	sfactor	y	al	eption- ly Inef- cient	Never Has to	
	· ilis so	6	5	4 .	67 3 0 gr	2	(10 1 1 - 11 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	35. 1 X 1.00	
10.	Maintaini hand-arm	ng hand-a posture o	erm stea or movem	diness. ent; so	(Maini	aining a	uniform, coils, e	controlled	
	Highly Controlled Steady	d, 2887030	Sati	sfactor	y	Cor	orly ntrolled, steady	Never Has to	
	20 7 33533	6 411.1	5	4	3	2	1	X	
111.	COORDINAT	ION							
11.	Skill or (The coord must be cousing election) Very Well	dination oordinate ctronic t	of hand ed with test equ	and/or what is	foot mo seen; i for alig	rewind magnment, e	where the chines, s	movement witchboards	•
	Coordinate				ankina :		ordinated	Has to	
	7	6	5	4	3	2	1	X	
ıv.	WORK HABI	TS AND PI	ROCESSES	12030					
12.	Maintains (Repairs	quality in kitche	of work	when per hotel	erformir service	ng under es, etc.)	time pres	sure.	
	Exception: Good	ally	Sati	sfactor	y		eption- Ly Poor	Never Has to	
	7	6	5	4	3	2	1	X	
13.	The amounthat is no	t of supe	ervision given <u>in</u>	this p	erson re	quires o	compared t	o the amount	
	Needs Muc Supervision Is Normal		A	verage		Sup	eds Much M pervision Normal		
	7	6	5	4	3	2	1		

Francis County County

14.	Interacti	ing with	petty	office	rs and c	fficer	s.	
	Very Effe	ctive		Satisfa	actory	Sacta	Very In	neffective
	7	6	5	4	. 3	2	1	
15.	Effective another petc.)	eness in person;	deali workin	ing with ng as a n	co-work	cers. (Interactioup, team	ing with n or crew,
	Very Effe	ctive		Satisfa	actory		Very In	neffective
	racel(7	6	5	4	3	2	1	
16.	Giving in	nformations to su	on to bordin	superionates.	rs and g	giving	informati	ion or in-
	Very Effe	ective		Satisfa	actory		Very In	neffective
	7	6	5	4	3	2	1	
17.	Providing	g superv	ision	to other	r person	ns.		
	Very Effe	ective		Satisf	actory		y Inef- tive	Never Has to
	1846 7 (12	6	5	4	3	2	1	X
18.	Being rel		n worl	k habits	. (Shows	s up on	time, st	tays with the
	Very Rela	iable		Satisf	actory	Ver	y Unrelia	able
	7	6	5	4	3	2	er der s	TIGAR XBON
19.	Showing told to,		ve.	(Carryin	g out ne	ecessar	y tasks v	without being
	Exception Amount of Initiativ	£		Averag	e	Lac	eptional k of tiative	Estarpodina. Good
	7	6	5	4	3	2	1	

and doub cheek

Needs Nuch Hore

20.	Being the					to det	ail, bei	ng sure t	hat
	Exception Attention	nally		atisfa		Sattaf		ptionally tentive	Esco
	7	6	5	4	3	2	1		
21.	specific non-rout	ed. (De	ciding	on the	e most	appropron on sens	iate act: e to com	completel ion to ta plete tas ve proble	ke in
	Exception Good	onally	s	atisfac	ctory		Excep Poor	ptionally	
	900017-191	6 6	35 60	5 4 A	3	2	ingrolei		
22.	Planning (Schedul events a	ing own	work	and wor	rk of o	thers,	to compi anticipa	lete acti ting futu	vities. re
	Exception Reliable	Description in a description of the	S	atisfac	ctory			ptionally liable	
	70 sques	6	5	4	3	2	1		
23.	ing spec	ific se	t proc s; for	edures	or rou	tine in	order to	obtain	(Follow- satis- inspect
	Never or Never De From Set Procedur	viates	S	atisfac	ctory		Devia	tically A ates From Procedure	
	***** 7 . **	6	5	4	3	2	nolal ¹ da		
24.	Quality (Interru							distract	ions.
	Than A	Better verage			Δ	erace		Th	ch Worse an Average or Distractio
	Under Di	stractio				erage	•	2	1
	7		6	5		4	3	-	

Total Principles

[measured]

Commence Com

Processed posterior statement

25.	Getting ; manuals,	job info manufa	ormation cturers	by re	eading v	ritten ,etc.)	materials.	(Technical
	Exception	nally	Sa	tisfac	tory	Satisf	Exception Poor	onally
	7	6	5	4	. 3	2 .	1	
26.	Accuracy doing ar			info	rmation	that is	given in	numbers and
	Exception Accurate		Sa	tisfac	tory	al	ception- ly Inac- rate	Never Has to
	7	6	5	4	3	2	1	C. I ganta
27.	Remember: operator	ing info	ormation central	for a	hboard	period watch,	of time. messenger	(Telephone watch, etc.)
	Very Rel:	iable	Sa	tisfac	ctory		Very Uni	reliable
	7	6	5	4	3	2	1	
28.	Showing tion to to ment or i	factors	that ca	n resu	aterial ult in v	goods, vaste, l	equipment oss, or da	, etc. (Atten- amage of equip-
	Very Rel	iable	Sa	tisfa	ctory		Very Un	reliable
	7	6	5	4	3	2	1 1 0 0 0 0	viaridi
29.	Observing	g safet	y precau	tions	on the	job.		
	Very Rel	iable	Sa	tisfac	ctory		Very Uni	reliable
	7	6	5	4	3	2	1	
30.	Obtaining or verbal tion from	linstr	uctions.	on by (For o	attendi example,	ing to s	poken orde	ers, requests tom informa-
	Exception Attentive	AND THE PERSON NAMED IN COLUMN TWO IS NOT THE PERSON NAMED IN COLUMN TWO IS	Sa	tisfac	tory		Exception Inattent	
	7	6	5	4	3	2	986199 30 11 26278	

								liness, etc.)
	Exception Aware	nally	Sat	isfactory	Lovedai Data i		Exception Unaware	
	Marc	NUSAN ASSES		. Ibructor,			land Tail	
	sate 7 : or sail	6.	5 .	4	3	2	1 Tiomp	
32.	Being accomation for and bell	r later	use; fo					a or infor- generator
	Exception Accurate	ally	Sat	isfactory			eption- y Inac- ate	Never Has to
	7	6	5	4	3	2	i Lac	X
33.		mation o						g and arrang- ; for example
	Exception Complete	ally	Sat	isfactory			eption- y Incom- te	Never Has to
	7	6	5	4	3	2	1	x
34.	Analyzing underlyin component Exception	g princi parts;	ples or for exar	facts by	breakin	electric	informati	
	GOOG							
	7	6	5	€ 4 €	3	2	1 4	x
v.							1 4	x
	7	AND OBS ob informused as tracing	ERVING Smation is sources, chart	rom pictus of informs, photog	NT INFO	Pictures drawing film, x-	or pict	ure-like
	7 OBTAINING Getting journal materials diagrams,	AND OBS ob informused as tracing wiring	ERVING Smation for sources, chart and sche	rom pictus of informs, photog	NT INFO	Pictures drawing film, x-etc.)	or pict	ure-like
	OBTAINING Getting journal materials diagrams, pictures, Exceptions	AND OBS ob informused as tracing wiring	ERVING Smation for sources, chart and sche	from picture of informatic dia	NT INFO	Pictures drawing film, x-etc.)	or pict s, bluep ray film	ure-like rints, as, TV Never

i

Emons Emms

36.	Accuracy in getting job information from visual displays and measuring devices. (Test equipment, switchboard monitoring, "tell-tale" panels, wire gauges, feeler gauges, thermometers, etc.)									
	Excepti Good	onnaly	Sat	tisfact	ory		Exception- ally Poor	Never Has to		
	or infor	6	5	4	3	2	10 1 0 0785.025	X 1.18		
37.	worked are sou	with or rces of	modifi inform	ed. (Pa	rts, ma	terials, ng modif	rials as they objects, etc. ied, worked on rewinding coil	, which , or other-		
	Excepti Good	onally	Sat	isfacto	ory	a	Exception- ally Poor	Never Has to		
	7	6	5	4	3	2	1 .	x		
38.	Obtainis sounds. alarms,	(Beari					ounds or patte machinery, aud			
	Exception Attention		Sa	tisfact	cory		Exception- ally Inat- tentive	Never Has to		
	7	6	5	4	3	2	1	x		
39.							moisture, or p			
	Exception Attention		Sa	tisfact	ory		Exception- ally Inat- tentive	Never Has to		
	7	6	5	4	3	2	1 6	X		

It. Estag weaks of and made to the tondition/quelicy of equipment,

The state of the s

40. Obtaining job information by smelling. (Odors which the worker needs to smell in order to perform his job; overheating motors, burning insulation, etc.) Exception-Satisfactory Never Exceptionally Has to ally Poor Good 1 X 3 . 2 5 7 41. Attending to differences in color. (Differentiating or identifying objects, materials, or details on the basis of color; color coded leads, detecting changes in color of insulation, etc.) Exception-Never Satisfactory Exceptionally ally Inat-Has to Attentive tentive X 1 2 3 5 7 6 42. Being vigilant in observing infrequent events. (Electrical hazards, switchboard watch standing, etc.) Never Exception-Satisfactory Exceptionally Has to ally Non-Observant Observant X 1 2 5 3 7 43. Estimating speed of moving parts. (Parts of stationary objects; for example, the revolutions per minute of a motor, etc.) Exception-Never Satisfactory Exceptionally ally Inac-Has to Accurate curate X 3 2 1 4 5 7 6

PERFORMANCE ANALYSIS INVENTORY

Person being evaluated:	192 January 1842		ease Circle: K striker, SK3
Rater's Name and Divisi	on: Your HEAR THE	Assid Young	
Number of months you ha	ve been this person	's supervisor:	
Date:	2800		
	i i Albert Golganis (ne chi Albert Golganis (ne chi		
This form is to be used rating. It is based up are considered importan	on the activities th	nat are typically p	erformed or
Your task is to conside compared to all other S person.	r each item and eval Ks you have observed	luate the person's in the same rate	performance as this
Here is an example:			
Operating key-boar tors, keypunch mac	d devices.(Typewrite	ers, adding machine	s, calcula-
Fast and	Satisfactory	Slow or	Never
Almost Error Free	Speed and Accuracy	with Many Errors	Has to
7 6	5 4 3	2 1	x
If the person you are e circle the number on th formance. If he never billet, you would circl Remember, you are to evhave observed at his pa	e scale that best fi has to work with key e the X. aluate this man by a	ts your appraisal -board devices in	of his per- his present

HumRRO (ONR) January 1977 Form M SK E3 or E4

	ı.	USE OF TOOLS AND	EQUIPMENT			
1.	lease ev er	Operating key-bos machines, etc.)	rd devices	(Typewriter	s, adding machines	, keypunch
		Fast and Almost Error Free		etory Speed	Slew or With Many Errors	Never Has to
		7 6	5 4	t to 3 areast	2 minut, 10 mod	X X
	II.	HAND/ARM MANIPULA	TIONS			
2.		Care or speed in position or arran keeping heavy and	gement. (S	tocking shel	erials, in a spect ves, keeping stock d, etc.)	fie s secure,
		Exceptionally Good	Satisf	etery	Exceptionally Poor	Never Has to
		7 6	5 4	3	2 1	X Vo
3.	, tox	or materials, eit warehousing activ	her manual	ly or with u ding/unloadi	ing. (Physically t se of aiding device ng conveyor belts, positioning or an	es; in certain etc. when
		Exceptionally Good	Satisf	actory	Exceptionally Poor	Never Has to
		7 6	5 4	3	2 1	X
	III.	WORK HABITS AND F	ROCESSES			
4.		of a sequence or a weekly, daily, some freedom of a	schedule of or hourly laction so la	work active easis and whence as he me	le of activities. ities which typica ich typically alle ets a schedule; re ns and consumption	illy occurs on we the worker ordering,
		Exceptionally Good	Satisf	ictory	Exceptionally Poor	Never Has to

5.	The amou	nt of supe	rvisio	on this p	erson re	quires c rating	ompared to	the amount
	Needs Mu	ch Lone				Ne	eds Much M	ore
		ion Than					ervision T	
	Is Norma			Average	e		Is Normal	
antidans.	10.74							
	7	6	5	4	301	2 1	Gasala gate	
6	Interact	ing with p	etty c	fficers	and offi	cers.		
		Edut 10 styl		5.101			Very	(
	Very Eff	ective	5	atisfact	ory	I	neffective	
	7	6	5	4	3	2	1 ,	
altraga altraga	person;	working as	a men	ber of a	group,	team or	acting with crew, etc.) Very	
	Very Eff	ective	S	atisfact	ory	i heatel	neffective	
	7	6	5	4 - 1 -	3 3	2	(smallquak	
8.	Giving in		to su	periors	or giving	g informa	ation or in	struction
							Very	
	Very Effe	ective	S	atisfact	ory	I I I	neffective	
	7	6	5	4	3	2	(n) 1 (n) (n)	
9.	Providing	supervis	ion to	other n	ersons.			
	110114111	, oupervis	2011 60	orner p	CI SOMO.		Very	
	Very Effe	ctive	S	atisfact	ory	Ir		Never Has to
	7	6	5	4	3	2	1	x
10.	Being rel	iable in	work h	abits. (Shows up	on time,	, stays wit	h the job,
	Very Reli	able	s	atisfacto	ory	Ur	Very reliable	
	7 10 15	9446 348	5	4	3	2	ved tovek	
							Procedures	

SK E3 or E4

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Constant

The state of the s

	•								
11.	Showing i to, etc.)		ve (Ca	rrying	out nec	essary	tasks w	ithout bein	g told
	Exception Amount of		laupun laun bi	re- au ary	alidi a		ception	al ai sens	.2
	Initiativ			Average	e	. Ir	itiativ	e Needs Noc	
	7	6	5	4	3	2	ner'll a		
12.	Being tho			g atten	tion to	detail	l, being	sure that	nothing
	Exception	ally	Sa	tisfact	ory	Ex	ception	ally	
	Attentive	a commence of the commence of			minitysi minitysi		nattenti		
	7	6	5 .	4	3	2	1		
13.	(Deciding	on the	most a	appropr	iate ac complet	tion to e tasks	take i	ompletely s n non-routi ing princip	ne situa-
	Exception: Good	ally	Sat	tisfact	ory		ception or	ally	
	7	6	5	4	3	2	29 1 20 1		
14.		ng own v	ork a	nd work	of oth			ete activit ing future	
	Exception: Reliable	ally	Sat	tisfact	ory		ception	BELLEVILLE TO A STATE OF THE ST	
	7	6	5	4	3	2	PW 138		
15.	specific :	set prod	edures	or ro	utine in	n order	to obta	f task. (Fo ain satisfa ports, etc.	ctory
	Never or		Sat	isfact	ory			ly Always	
	Never Dev: From Set Procedure:						viates l		
	7	6	5	4	3	2	1		

SK E3 or E4

16.	Quality (Interru	or rate	of per or dist	formand	e when	working y kind.	under distraction	ons.
	Performs Better T						Performs Much Worse Than	
	Average						Average Person	
	Under Di	straction	on	Averag	е *.		Under Distraction	,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,,
	70 7 55	6	5 8 m	4	3	2	deleg erevra l e in	
17.	Getting publicat			on by re	ading w	ritten	materials (NAVSUI	P, NAVSO
	Exception Good	nally	s	atisfac	torv		Exceptionally Poor	
	7	6	5	4	3	2	Ceding/decedings	
18.	Accuracy doing ar			b infor	mation	that is	s given in numbers	s and
	Exception Accurate	The second secon	S	atisfac	tory		Exceptionally Inaccurate	Never Has to
	7	6	5	4	3	2	1 NO CON OCCUPANTA	X
19.	Remember	ing info	ormatio	n for a	brief	period	of time.	
	Very Rel	iable	S	atisfac	tory	11008	Very Unreliable	
	gilenois	6	5	4	3	2	1 viisuultaassa	
20.	Showing to facto material	rs that	can re	for ma	iterial waste,	goods, loss,	equipment, etc. or damage of equ	(Attention ipment or
	Very Rel	iable	S	atisfac	tory		Very Unreliable	
	2 f 1 m m h 1	6	5	4	3	2	1	
21.	Observin	g safet	y preca	utions	on the	job.		
	Very Rel	iable	S	atisfac	tory		Very Unreliable	
	7	6	5	4	3	2	1	
	7	6	5	4	3	2	1	

SK E3 or E4

22.	Obtaining j or verbal i structions	nstruc	tions.	(Verbal	instruc	ctions t	en ord	lers, reques	ts -
	Exceptional Attentive	ly	Satis	sfactory			Except Inatte	ionally entive	
	elian 7 min a	6	5	4 59	3 gush	2 000	1		
23.	Being accur	ate in ter us	transc	ribing. R record	(copyin	ng or po	sting recor	data or inf	orma-
	Exceptional Accurate	ly	Satis	sfactory	a vd no		Except Inaccu	ionally	Never Has to
	7	6	5	4 410.1	3, 2, 19, 2	2	1		x
24.	Coding/deco back to its codes, etc.	origin	coding	informa m; repa	ation or ir parts	r conver s codes,	ting o	oded informing codes, s	ation tatus
	Exceptional Accurate	ly	Satis	sfactory			Except Inaccu	ionally arate	Never Has to
	7	6	5	4	3	2	1		x
IV	OBTAINING A	ND OBSI	ERVING .	JOB REL	EVANT I	NFORMATI	ON		
25.	Getting job materials u catalogs, e	sed as	source	from pions of in	ctures. nformat:	(Picturion; afl	es or oat sh	picture-like picture p	ie le, GSA
	Exceptional Good	ly	Satis	sfactory	u zol y		Except Poor	ionally	Never Has to
	7 6		5	4	3	2			x
26.	Getting job etc.)	inform	nation	from vi	sual di	splays.	(For	example, mi	crofiche,
	Exceptional Good	1y	Satis	sfactory	erent des		Except	ionally	Never Has to
	91 97 1 99 6		5	4 9 7 6 3 5	3,5278	2	, (1 , (1		x

For the remainder of this questionnaire, select the number from the scale at the top of the page that best fits this person. Write the number in the box to the left of the item.

Form N SK E3 or E4

Very	Average Very Never tive Ineffective Has to
7	6 5 4 3 2 1 X
27.	Making stock checks to determine availability of material.
☐ ²⁸ .	Issuing tools, parts, supplies, or equipment.
□ 29.	Cross referencing part numbers using micro-fiche/micro-file
_	reader. Elisabilitate tol anelitateper gatagers
30.	Directing (supervising) work in progress.
31.	Assigning work loads.
□ 32.	Sorting cards manually (status, requisitions, etc.).
33.	Preparing receipt for material received without invoice (dummy receipt).
34.	Ensuring work assignments are completed.
35. ′	Stowing/breaking out tools, parts, supplies, or equipment.
36.	Preparing DOD single line item requisition system document (DD 1348-2, 4 or 6 part) for a part required in direct support of an aircraft or ship.
	Palletizing cargo/stores.
□ 38.	Cutting stencils for marking of material for shipment.

7

N SK E3 or E4

Never

	Very	Average Ineffective Has to
	7.	6 5 4 3 2 1 X
	. Lakamana ?	하는 사람들은 사람들은 사람들은 사람들은 사람들이 가장 없었다. 그렇게 하는 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은 사람들은
	39.	Performing wall to wall/bulkhead to bulkhead inventory.
	40.	Performing specific item (spot) inventory (one item).
*	41.	Screening requisitions for correctness.
	☐ 42.	Uncrating/unpacking equipment material received.
	43.	Performing preventive maintenance in cargo/material storage or hold spaces (clean, replace bulbs, paint, etc.)
	44.	Distributing copies of supply documents (requisitions, receipts, etc.)
	45.	Verifying quantity of items received (weighing/counting).
	☐ 46.	Identifying/handling classified publications or material.
	47.	Typing messages/correspondence/forms.
	48.	Preparing DOD single line item DD 1348M requisition system document.
	49.	Preparing DOD single line item requisition system document (DD 1348-2,4, or 6 part) for general support requirements (servmart, seamart, submart, publications, flight clothing, etc.)

N SE 23 or EA

. History and ferrors to golden to ellower guliant

PERFORMANCE ANALYSIS INVENTORY

(SK2)

Rate	er's Name and Divi	sion:	7	
Numb		have been this person		11.
Date	CAMER BUILDINGS 1981	rwoping objects, mati card: (Stocking s <u>balu</u> light things septials		
		Samuel and a second		
rati	ing. It is based	ed to describe the pe upon the activities t ant in this rating, a	hat are typically	ns in the SK performed or 5 level.
comp	task is to consipared to all other	der each item and eva SKs you have observe	d in the same rate	as this
Here	e is an example:		chere is listle re objects)	
Never Has to	Operating key-bo tors, keypunch m	eard devices.(Typewrit	ers, adding machin	es, calcula-
	Fast and	Satisfactory	Slow or	Never
	Almost Error Free	Speed and Accuracy	with Many Errors	Has to
	assistificates 16 at		olugeron n gelland	x
If circ	the person you are	e evaluating works wit the scale that best f er has to work with ke	its your appraisal	of his per-
Remo	ember, you are to e observed at his	evaluate this man by particular rate.	comparing him to a	ill men you

HumRRO (ONR) January 1977 Form M SK E5

Person being evaluated:___

I. USE OF TOOLS AND EQUIPMENT

 Operating key-board devices (Typewriters, adding machines, keypunch machines, etc.)

Fast and Almost	Satisfactory Speed and Accuracy	Slow or With	Never
Error Free		Many Errors	Has to
Prior Free			

II. HAND/ARM MANIPULATIONS

 Care or speed in arranging objects. materials, in a specific position or arrangement. (Stocking shelves, keeping stocks secure, keeping heavy and light things separated, etc.)

Exceptionally Good	Satisfactory	Exceptionally Poor	Never Has to	
		in the adversion of the	Y	

3. Speed or thoroughness in physical handling. (Physically handling object or materials, either manually or with use of aiding devices; in certain warehousing activities, loading/unloading conveyor belts, etc. when there is little requirement for careful positioning or arrangement of objects.)

Exceptionally Good	Satisfactory	Exceptionally Poor	Never Has to
and the second	. The state of the		x

III. WORK HABITS AND PROCESSES

Meeting a schedule for a continuing cycle of activities. (Performance of a sequence or schedule of work activities which typically occurs on a weekly, daily, or hourly basis and which typically allows the worker some freedom of action so long as he meets a schedule; reordering, issuing, preparing reports on obligations and consumption of expendables, etc.)

Exceptionally Good		S	atisfac	tory	Excepti Poor	onally	Never Has to	
7	6	5	4	2	1		x	

5.	The amou	nt of sup	ervisio given i	rating	puires compared to the amount rating			
	Needs Mu Supervis Is Norma	ion Than	\$	verage	a 18		Much More ision Than mal	
	7	6	5	401 4 01	3	2	off Intes	SI
6	Interact	ing with	petty o	fficers	and offi	lcers.		
	Very Eff	ective	s	atisfact	ory	Very In	neffective	
	7	6	5	4	3	2	1	
7. 301 3 21 201 3	Effective person;	eness in working a	dealing s a mem	with co ber of a	-workers	. (Inters	ecting with erew, etc.)	n another
	Very Eff	ective	s	atisfact	ory	Very In	neffective	
	7	6	5	4	3	2	algeness.	
8.	Giving in		n to su	periors	or givin	ng informa	tion or in	struction
. netti 2 event	Very Eff	ective	S	atisfact	ory	Very In	effective	
	7	6	5	4	3	2	1 1 brm	
9.	Providing	g supervi	sion to	other p	ersons.			
	Very Eff	ective	S	atisfact	ory	Very Ir	effective	Never Has to
utwollass	,	6	5	4	3	2	1	x
10.	Being rel	liable in	work h	abits. (Shows up	on time,	stays wit	th the job,
	Very Rel:	lable	S	atisfact	ory	Very Un	reliable	

M SK E5

11.	Showing to, etc		ive (C	arrying	out ne	cessary	tasks without	being told				
	Exception Amount of Initiat:	of	A.	verage		L	cceptional ack of nitiative					
	7	6	5	4	3	2	aff pokaletaged					
12.		horough. undone,		ng atte	ntion to	detail	l, being sure th	hat nothing				
	Exception Attentive		Sa	tisfac	tory		cceptionally nattentive					
	7	6	5	4	3	2	1					
13.	(Decidin	Reasoning in situations where procedures are not completely specified (Deciding on the most appropriate action to take in non-routine situations, using common sense to complete tasks, applying principles that have been learned to solve problems, etc.)										
	Exception Good	nally	Sa	tisfact	tory		ceptionally or					
	7	6	5	4	3	2	engles garres					
14.	(schedul	Planning, scheduling, and estimating time to complete activities. (scheduling own work and work of others, anticipating future events and their requirements, etc.)										
	Exceptio Reliable		Sa	tisfact	ory		ceptionally reliable	.9				
	7	6	5	4	3	2	and market kank					
15.	specific	Following fixed procedures when required as part of task. (Following specific set procedures or routine in order to obtain satisfactory outcomes; maintaining stock record cards, OPTAR reports, etc.)										
	Never or Never Der From Set Procedure	viates	Sa	tisfact	Practically Always Deviates From Set Procedures							
	7	6	5	4	3	2	1					

M SK E5

STATE OF THE STATE OF

16.	Quality or rate of performance when working under distractions. (Interruptions or disturbances of any kind.)												
	Performs	Much					Performs Much						
	Better Th	an			X2		Worse Than						
	Average P	erson					Average Person						
	Under Dis	traction	1	Average	e		Under Distraction)D					
	Capte 7 , and	6	5	4	3	2	of assumed galod the lotal and make	23.					
17.	Getting j			n by re	ading w	ritten	materials (NAVSUE	, NAVSO					
	Exception Good	ally	Sa	tisfact	ory		Exceptionally Poor						
	elal esbog	6	5	4	3	2	Allowed Interest						
18.	Accuracy doing ari			b infor	mation	that is	given in numbers	and					
自由核	9.18/12/						Exceptionally	Never					
	Exception	ally	Sa	tisfact	ory		Inaccurate	Has to					
	necorace												
	7	6	5	4	3	2	sko ¹ ora secarace	X					
19.	Rememberi	ng infor	matio	n for a	brief	period	of time.						
	Very Relia	able	Sa	tisfact	ory		Very Unreliable						
	gFEZnot:	6	5	4	3	2	1 villagetsquogs						
20.	Showing re to factors materials	s that c	ility an re	for man	terial (loss,	equipment, etc. (or damage of equi	Attention pment or					
	Very Relia	able	Sa	tisfact	ory		Very Unreliable						
	great town	6	5	4	3	2	Lilan tenenga						
21.	Observing	safety	preca	utions o	on the	job.							
	Very Relia	able	Sa	tisfact	ory		Very Unreliable						
	7	6	5	4	3	2	1						

M SK E5

22.	Obtaining joint or verbal instructions for	struction	s. (Verb	al inst	ruction	poken orde s to issue	rs, reque stock, i	sts n-
	Exceptionally Attentive		atisfact	ory		Exception Inatten		
	nolis 7 male 6	iball 5	4	3	. 2	Per l en Getreosion		
23.	Being accuration for late	te in tra er use; (nscribin PTAR rec	g. (cop ords, s	ying or tock is	posting da sue recorda	sta or in	forma-
	Exceptionally Accurate		atisfacto	ory		Exception Inaccura		Never Has to
	7 6	oxi 5	4	3	2	Y 1 5000	Exception	x
24.	Coding/decode back to its of codes, etc.)	ing. (cod original	ing info	rmation pair pa	or con	verting coo	ded inform g codes,	mation status
	Exceptionally Accurate		atisfacto	ory		Exception Inaccura		Never Has to
	7 6	5	4	3	2	1	18 2011 15	x
IV	OBTAINING AND	OBSERVI	NG JOB R	ELEVANT	INFORM	ATION	T	
25.	Getting job in materials use catalogs, etc.	d as sou	on from proces of	picture inform	s. (Pication;	tures or pa afloat shop	lcture-lil	ke le, GSA
2000334	Exceptionally Good	S.	atisfacto	ory		Exception Poor	onally	Never Has to
	7 6	5 5	at 41am	3	2	1801 210		x
26.	Getting job i etc.)	nformati	on from	visual	displays	. (For ex	cample, mi	crofiche
	Exceptionally Good	S	atisfacto	ory		Exception Poor	mally	Never Has to
	5 7 SEES 1.6	18V 5	4	3 18.	2	1 918613		x

For the remainder of this questionnaire, select the number from the scale at the top of the page that best fits this person. Write the number in the box to the left of the item.

Form N SK E5

	Effect	tive				5 2 2 2 C C C V	ellectiv		
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	18.				ξ.			.4	1
	27.	Making	stock che	cks to	determ	ine ava	ilabilit	y of mate	ria
<u>.</u>	28.	Issuin	g tools, p	arts,	supplie	s, or e	quipment	gringer 	
	29.	reader							o-1
			ano) (testa						
	30.	Direct	ing (super						
					100 301	Shelith	lugar ga		
	31. /	Assign	ing work l	oads.					
	32.	Sorting	g cards ma	nually	(statu	s, requ	isitions	, etc.).	
	33.		ing receip receipt).		materia	l recei	ved with	out invoic	e
	34	Ensuri	ng work as	signme	ents are	comple	ed.	Disperio acc.)	
	35.	Stowin	g/breaking	out t	cools, p	arts, s	upplies,	or equip	me
	36.	(DD 13	ing DOD si 48-2, 4 or f an aircr	6 par	t) for	m requi	sition s required	ystem doc	um t
		port o			omzp.				
	37.	Pallet	izing carg	o/stor	es.				
		(102313)	Auper Hanc					ingsali maysali	
		ob moley	isition sy		line its	algala		Taquaq	
	gaždio	lo sign	ingqua fi Il janoina	Separa Separa	nt) for abmart,		es-2. v	(1 0g)	

Average

Very

Never

Very Effective			Average		V	Never Has to	
7	6	5	4	3	2	1 ·	x

	••	section about to few analysis of material for chipment
и	38.	Cutting stencils for marking of material for shipment.
	39.	Performing wall to wall/bulkhead to bulkhead inventory.
	40	Performing specific item (spot) inventory (one item).
	41.	Screening requisitions for correctness.
	42.	Uncrating/unpacking equipment material received.
	• • • • •	The state of the country country out the state of the sta
	43.	Performing preventive maintenance in cargo/material storage or hold spaces (clean, replace bulbs, paint, etc.)
	44.	Distributing copies of supply documents (requisitions, receipts etc.)
	45.	Verifying quantity of items received (weighing/counting).
_	309000	Identifying/handling classified publications or material.
U	46.	Identifying/nandling Classific Production of the State of
	47.	Typing messages/correspondence/forms.
	48.	Preparing DOD single line item DD 1348M requisition system document.
	49	Preparing DOD single line item requisition system document (DD 1348-2,4, or 6 part) for general support requirements (servmart, seamart, submart, publications, flight clothing, etc.)

Зауан

11	\$	Very Effective			Average			Very Ineffective		
		7	6	5	• 4	3	2	1 ·	×	
	ο.	50.	Modifyin	ng requi	isitions	•				
11.	. 🗆	51.	Followin	g up re	equisiti	ons.				
		52.	Verifyi	ng keypi	unched c	ards vi	sually.			
		53.	Preparin	ng item	release	/receip	t docum	ent (DD 1348-	1).	
	□	54.		ied and				antify of mat cord card (re		
	[]	55.	Research and orde	ning civering of	vilian p f materi	ublicat al.	ions, c	atalogs for i	dentifying	
		56.	Providi	ng stati	us of re	quisiti	ons to	customers.		
		57.	Particip UNREP, 1	pating :	in loadi E).	ng/off	loáding	evolutions	(VERTREP,	

PERFORMANCE ANALYSIS INVENTORY

Person being evaluat	ed:			- 3	mestros vas	(MS2)	:1:
Rater's Name & Divis	ion: _		2012 2012		er and As a	eriver elect)	
Number of months you	have b	een 1	this pe	rson	s superviso	r:	
Date:	\$4.0V		-				
This form is to be unrating. It is based are considered import	upon t	he ac	tiviti	es th	at are typi	cally performed	or
Your task is to cons compared to all other	ider ea	ch it have	observ	ed in	uate the pe	rson's performa	nce
Here is an example:							
Operating keybo					ers, adding	machines,	
Fast and	Satis	facto	ory	5	low or		
Almost	Speed				ith Many	Never	
Error Free	Accur	acy			rrors	Has To	
7 6	5	4	3	2	1	Tally X Super A 1004	

If the person you are evaluating works with keyboard devices, you would select and circle the number on the scale that best fits your appraisal of his performance. If he never has to work with keyboard devices in his present billet, you would circle the X.

Remember, you are to evaluate this man by comparing him to all men you have observed at his particular rate.

HumRRO (ONR) January, 1977 Form MS S2 E5

03. BHH

I.	USE OF TO	ML2 WW	D EQUIP	HENT				
1.	(Tools po	wered	by the	user to	perfo	rm oper	sion tools/instrations not requi es, spatulas, et	ring
	Exception Good	ally	lvi-d S	atisfac	tory	e mand	Exceptionally Poor	Never Has to
	7	6	5	4	3	2	1	x
2.	Work acco	mplished for	ed usin	g handl or hand	ing dev	vices. ojects	(Tongs, ladles, and materials.)	dippers,
	Exception Efficient		S	atisfac	tory		Exceptionally Inefficient	Never Has to
	7	6	5	4	3	2	1 1 1 1 1	X os
3.	Accurate scales, e		measur	ing dev	ices (M	leasuri	ng cups, tablesp	oons,
	Exception Accurate	ally	Sa	atisfac	tory		Exceptionally Inaccurate	Never Has to
	7,1799	6	5	4	3	2	1 000	X
١.	Work accomp	plished	using	long-h	andle t	ools	(brooms, mops, et	c.)
	Exceptions Good	ally	Sa	atisfac	tory		Exceptionally Poor	Never Has to
	7	6	5	4	3	2	10 100	X 1
II.	HAND/ARM	MANIPU	LATIONS					reports and
5.	(Using ha	nds di	rectly	to form	or oth	erwise	anually modifyin modify materia a meat loaf, stu	ls or
			S	atisfac	tory		Exceptionally	Never
	Exception Good	ally					Poor	Has to

THE PERSON NAMED IN THE PE

6.	Manu	1. (Meat											
	Exce	ptional	l ly	Sat	isfactory		Exce	Poor Poor	Never Has to				
	uts (34)	7	6	5.48	4	3	in 2 %	1	198 2 28 .04				
111	.WORK	HABITS	AND PR	OCESSES					**************************************				
7.	Maintains quality of work when performing under time pressure. (Having meals ready in mess, last minute changes in menu, etc.)												
	Exceptionally Good			Sati	sfactory		Exceptio Poor	Never Has to					
		7	6	5 ,	4 ,	3	2	1	X				
8.	The amount of supervision this person requires compared to the amount that is <u>normally</u> given <u>in this rate</u> and rating.												
	41 - 41	Much rvision						Needs Muc Supervis					
		rmal			Average			Than is N	lormal				
		7	6	5	4	3	2	1					
9.	Interacting with petty officers and officers Very												
	Very	Effec	tive	Sati	Satisfactory			Ineffective					
		7	6	5	4	3	2	i					
10.	Effectiveness in dealing with co-workers. (Interacting with another person; working as a member of a group, tram or crew, etc.)												
	Very	Effec	tive	Sati	sfactory		I	Very neffectiv	• 30/35				
		7 - 11-	6	5	4	3	2	1	340.998				
11.				to supe	riors and	givin	g infor	mation or	instructions				
	to su	bordin	ates					Very					
	Very	Effect	ive	Sati	sfactory		I	neffectiv	e				
		7	6	5	4	3	2	1					

the second secon

12.	Providing supervis	ion to other p	ersons.		
	Very Effective	Satisfactor	y i blog so skyla golfil	Very Ineffective	Never Has to
	70-07 Kid 6 sores	5 4	3, 3, 6, 7, 2	1 plinaets	9 4523 Sarga
13.	Being reliable in job, etc.)	work habits.	(Shows up	on time, stays w	with the
	Very Reliable	Satisfactor	y	Very Unreliable	300W, 111
	towns glience	5 4			coless .c.
14.	Showing initiative told to.)	. (Carrying o	out necessa	ry tasks without	being
	Exceptional Amount Of Initiative	Average	allia ngje	Exceptional Lac Of Initiative	k
	acritical 6 miles	5 4	3 2	enel need rest solely	stratus stratus
15.	Being thorough. is left undone, e		ion to deta	ail, being sure	that nothing
	Exceptionally Attentive	Satisfactor	ry	Exceptionally Inattentive	rotal "g
	7 6	5 4	3 2	. 1	
16.	Reasoning in situal (Deciding on the mations, using commutat have been leaders)	nost appropriate	e action tomplete tas	o take in non-roks, applying pri	utine situ-
	Exceptionally Good	Satisfactor	Ŋ	Exceptionally Poor	
	7 6	5 4	3 2	er angenere ou og g	

(scheduling own work and work of others, anticipating future events and their requirements, etc.) Exceptionally Exceptionally Satisfactory Reliable Unreliable 7 Following fixed procedures when required as part of task. (Following 18. specific set procedures or routines in order to obtain satisfactory outcomes; following recipes, PMS, etc.) Practically Always . . . Never of Almost Satisfactory Deviates From Never Deviates From Set Procedures Set Procedures 3 2 Quality or rate of performance when working under distractions. 19. (Interruptions or disturbances of any kind.) Performs Much Performs Much Average Worse Than Average Better Than Average Person Under Person Under Distraction Distraction 6 Getting job information by reading written materials. (Kitchen work 20. sheet, recipe cards, etc.) Exceptionally Satisfactory Exceptionally Poor Good 1 M MS S2 E5

Planning, scheduling and estimating time to complete activities.

17.

	arithmet		o bana	ASTA NA			given in	, ga karriek 5. Andana wak		
	Exceptionally Accurate			Satisfac	tory	pada taun kupa	Exceptional Inaccurate		Never Has to	
	7	6	5	4	3	. 2	. 1	manual di	x	
		4		0.				X.		
2.	Remember	ing info	rmati	on for a	brief	period	of time.			
elland. Establi	Very Rel	iable		Satisfac	ctory		Very Unre	liable		
	. 7	6	5	0 - 4	. 3	. 2	1			
١.	Showing tention (to facto	rs th	at can 1	sterial result i	goods, in wast	equipment e, loss, o	, etc. (c damage	At- of	
	Very Rel	iable	100	Satisfac	etory		Very Unre	liable		
	7	6	5	4	3	2	1			
	Observing	safety	preca	autions	on the	job.	ng Six wang	in viole	ie.	
	Very Reli	lable		Satisfac	tory		Very Unrel	iable		
	. 7	-61 ² a	3.91	4	3	2	280 2 1 ca	Carlo Armani		
•	Obtaining verbal in	g job in	forma	tion by	attendi	ing to	spoken ord	ers, requ	ests o	
i e co	Exception		tan c	Satisfac	tory		Exception: Inattention			
	7	6	5	4	3	2	1			

EL TREE

IV.: OBTAINING AND OBSERVING JOB RELEVANT INFORMATION

Accuracy in getting job information with measuring devices. (Scales, thermometers, pressure gauges on steamers, etc. used to obtain visual information about physical measurements.)

Exceptionally	Satisfactory	Exceptionally	Never
Accurate .		Inaccurate	Has to
(Birter, sour, swear,	cathon by easting.	evolet del galatuse	. 15.

27. Obtaining job information by observing materials as they are being worked with or modified. (Parts, materials, objects, etc., which are sources of information when being modified, worked on, or otherwise processed; kneading dough, inspecting for spoilage, etc.)

Exceptionally	domun i	Satisfact	ory	Excepti	onally	Never
Good			() () () () () () () ()	Poor		Has to
. 7 6	5	4	3 .	2 1	on the sales	. X

28. Observing or inspecting products, objects, materials, etc. in terms of established standards. (Either one's own work products or products of others; identifying spoilage, judging appearance of food, freshness of fruits, vegetables, etc.)

Exceptionally	Satisfactory	Exceptionally	Never
Good		Poor	Has to
Villandamail	groombatte	2 villanokiquesk	Y

29. Being sensitive to changes in temperature, moisture, or pressure that can be detected by touching. (Temperature, texture of bread dough, texture and moisture of meat, etc.)

Exceptionally Attentive	Satisfactory	Exceptionally Inattentive	Never Has to	
7 6	5 4 3	2 1	x	

30.	Obtaining job					ors which the wag foods, ranci	
era) ir ali	Exceptionally Good	999 (17 S	atisfacto			exceptionally cor	Never Has to
ikeve Nag	7 6	5.	4	3	2	1 Wilesations	x
31.	Obtaining job a qualities, etc.	informat	ion by ta	sting.	(Bitt	er, sour, swee	t, or salty
ntad dotow	Exceptionally Good	S	atisfacto	ry		xceptionally oor	Never Has to
	7 6	5	1344 (16) = 1 14 = 10 = 11	3 de po	2 .	oloi l te ntoine andi täskinnes	x
32.	Being vigilant avoid overcooki	in obse	rving inf	requent	event	s. (For exampl	e, to
	Exceptionally Observant	S	atisfacto	ry		xceptionally on-observant	Never Has to
ind R	7 6	5 5 70	(16 4 , 20 to) 32 and 22	3 y and	2	el o i geformad bedellderen b	x
	Estimating spee series of event required for ve	s while	they are	taking	place	; for example,	
	Exceptionally Accurate	Sa	tisfactor	r y		cceptionally	Never Has to

3

2

1

Magagrionally Arcourage X

5 '4

He has acceptive to changes in responsers, andsture, at pressure ...
that came be detected by combines (Tamparquers, resume of head
dough, restlicte and materials of cost, error.)

For the remainder of this questionnaire, select the number from the scale at the top of the page that best fits this person. Write the number in the box to the left of the item.

34. Making personnel assignments. 35. Ensuring work assigned to subordinates is completed. 36. Assigning work priorities. 37. Defrosting/cleaning/samitizing freezers, refrigerators, or Preparing gravies and sauces. 39. Preparing dried/dehydrated foods. 40. Drawing food items for preparation. 41. Maintaining logs (pass down log (PDL) et cetera). 42. Cleaning/refilling deep fat fryer. 43. Determining 4% rood is sufficiently cooked. 44. Loading/unloading ovens. 45. Preparing meat/seafood/poultry for cooking. 46. Roasting, barbecuing, or oven-frying meat/seafood/poultry. 47. Simmering or sauteing meat/seafood/poultry.

Average

Effective

NMS S2 E5

Never

Very	awingstage Average								Very		Never	
Effective									Ineffective		Has To	
7*	6	L	5	\$	4		3		2		1	X

- 48.	Deep fat frying meat/seafood/poultry.	ACCORDING TO
49.	Grilling or frying meat/seafood/poultry.)
50.	Preparing/cooking eggs.	
51.	Preparing/cooking cereal.	
52.	Preparing ingredients (measuring/reconstituting/mixing/etc.).	
53.	Operating electrically controlled food preparation equipment.	
54.	Using/complying with recipe cards.	
55.	Setting up serving line(s).	
56.	Participating in field days, sweeping and swabbing decks, etc.	1
57.	Cleaning/sanitizing food preparation and serving line areas and equipment.	
58.	Disposing of garbage and trash.	
59.	Cleaning storage and receiving areas.	
60.	Disposing of unusable subsistence supplies.	
61.	Processing meats and poultry (thaw/bone/roll/cut/tie).	

Average Ineffective Effective 5 3 1 X 6 7 . 62. Making work assignments. Writing enlisted performance evaluations. 63. Preparing dressings for meat/seafood/poultry. 64. Standing inspections. Steaming vegetables/fruits. 66. 67. Preparing soups. Preparing subsistence item request and issue document 68. (NAVSUP 1282). 69. Coordinating work within division. Inspecting prepared foods (serving lines, galley, wardroom, 70. etc.). Inspecting food handlers for cleanliness. 71. 72. Braising meat/seafood/poultry. Stewing vegetables/fruits. 73. 74. Deep fat frying vegetables. Sauteing vegetables/fruits. 75. Filling serving containers. 76. Inspecting food samples for quality. 77.

Never

Has To

Very

Very

PERFORMANCE ANALYSIS INVENTORY

Person being evaluat		val ga	TE Literate	englas se	Please Circle: MS Striker or MS3
Rater's Name & Divis				4.4 300-00-0	
Number of months you	have been	this p	erson'	s supervi	sor:
Date:	3				
					to see statement is
This form is to be us rating. It is based are considered import	upon the ac	tivit	les tha	at are ty	ically performed or
Your task is to const compared to all other	ider each it rs you have	observ	evalued in	ate the p	person's performance
Here is an example:					
Operating keyboa calculators, key				ers, addir	ng machines,
Fast and	Satisfacto	The state of the s	SI		Elecations (1)
Almost	Speed and			th Many	Never
Error Free	Accuracy		Er	rors	Has To
7 6	5 4	3	2	1	X
					70258109001 121
If the person you are select and circle the of his performance.	number on If he never	the so	ale the	at best f	its your appraisal

his present billet, you would circle the X.

Remember, you are to evaluate this man by comparing him to all men you have observed at his particular rate.

HumRRO (ONR) January, 1977 Form M MS S5 E3 or E4

•	Work accor	mplished for m	d using o	handli r handl	ing devi Ling obj	ces. (To	ools, ladles materials.	s, dippers,
	Exception: Efficient		Sat	isfacto	ory		ceptionally efficient	Never Has to
	7	6	5	4	3	2	1	X 212
	Accurate o		measuri	ng devi	lces. (M	easuring	cups, tabl	lespoons,
	Exception:	ally	Sat	isfacto	ory		ceptionally accurate	Never Has to
								x
	entertary of	6	5 0	4	4 3	2	aði l ma sy	Ray State Victor
	HAND/ARM M	ANIPUL	ATIONS eed. or	skill	require	d in man	ually modif	ying materi
	HAND/ARM M	ANIPUL ess, sp nds dir lough b	ATIONS eed, or ectly t y hand,	skill o form	require or othe	d in man rwise mo ods, etc	ually modif dify materi .) ceptionally	ying materi als or prod
	HAND/ARM M Thoroughne (Using har kneading of	ANIPUL ess, sp nds dir lough b	ATIONS eed, or ectly t y hand,	skill o form decora	require or othe	d in man rwise mo ods, etc Ex	ually modif dify materi .) ceptionally	ying materi als or prod Never
	HAND/ARM M Thoroughne (Using har kneading of Exceptions Good	MANIPUL ess, sp ads <u>dir</u> lough b	ATIONS eed, or ectly t y hand, Sat	skill o form decora isfacto	require or other ting for	d in man rwise mo ods, etc Ex Po	ually modif dify materi .) ceptionally	ying materi als or prod Never Has to
830 11.	HAND/ARM M Thoroughne (Uaing har kneading of Exceptions Good 7 COORDINATI	MANIPUL ess, sp ids dir lough b	ATIONS eed, or ectly t y hand, Sat 5 entire coordi	skill o form decora isfacto 4 body.(A	required or other ting for other ting for the ting for th	d in man rwise mo ods, etc Ex Po 2	ually modif dify materi .) ceptionally or 1	ying materi als or prod Never Has to
· · · ta	HAND/ARM M Thoroughne (Using har kneading of Exceptions Good 7 COORDINATI Coordinati highly-pra	MANIPUL ess, sp ids dir lough by ally 6 ON on of control	ATIONS eed, or ectly t y hand, Sat 5 entire coordinatters,	skill o form decora isfacto 4 body.(A	required or other ting for other ting for other ting for other ting for other ting soup,	d in man rwise mo ods, etc Ex Po 2 es involves of the etc.)	ually modif dify materi .) ceptionally or 1	ying materi als or prod Never Has to X

5.	Balancing.	(main	taining	g baland	e while	servi	ng, prep	aring i	food,
	making beds						Stadent		
	Exceptional Good	ly	Sat	tisfacto	ry		Exceptio Poor	nally	Never Has to
	7	6	5	4	3	. 2	13		x
IV.	WORK HABITS	AND I	PROCESS	ES					
6.	Maintains q meals ready								ure. (Havi
	Exceptional: Good	ly	Sat	isfacto	гу		exception	nally	Never Has to
	. 7	6	5	4	3	2	1		X
7.	The amount of that is norm							ared to	the amoun
	Needs Much I Supervision is Normal		greats:	- Average	al situ	S	eeds Muc upervisi s Normal	on Than	10 .11 0
	I to all and a series of the s	6	5	4	3	2	1 (5		ist.
8.	Interacting	with	petty	officers	and of	ficers		7	
	Very Effective	akt (ed	Sat	isfactor	У		ery neffecti	ve	93 -97
	7	6	5	4	3	2	11000		
9.	Effectivenes person; work	s in o	dealing s a mem	with cober of	o-worke a group	rs. (In	nteracti or crew	ng with	another
	Very Effective		Sati	sfactor	y stadio Athornic		ery effecti		
	7	6	5	4	3	2	1		

M MS S5 E3 or E4

	Very Effective		Sati	sfacto	ry		Very Ineffective	
. 1	7	6	5	4	3	2	1	
11.	Providing	supervi	ision to	o other	r perso	ons		
	Very Effective	ni i awe a propra	Sati	sfacto	ry		Very Ineffective	Never Has to
	off 7,11um	6	5	4	3	2	L. Carrollighans	x
12.	Being reli	lable in	work l	nabits	(Sho	ws up on	time, stays with	the job,
	Very Relia	ble	Sati	sfacto	ry		Very Unreliabl	e
	7	6	5	4	3	2	1	
13.	Showing in told to, e		e. (Ca	rryin	out ne	cessary	tasks without bei	ng
	Exceptiona Amount of Initiative		A	verage	: *		Exceptional Lack of Initiative	
	7	6	5	4	3	2	i i	, d
14.	Being thor is left un	ough. (done, e	Paying tc.)	attent	ion to	detail,	being sure that	nothing
	Exceptiona Attentive	11y	Sati	sfacto	гу		Exceptionally Inattentive	
	7 (6	5	4	3	2	1	
15.	(Deciding	on the r	to com	propri plete	ate act	tion to to applying	not completely speake in non-routing principles that	ne situations,
	Exceptiona: Good	11y	Sati	sfactor	ry		Exceptionally Poor	
	7	6	5	4	3	2	-1 AS to C	

3

M MS S5 E3 or E4

10. Giving information to superiors and giving information or instruction to subordinates.

16.	Planning (schedul and thei	ing ow	n work	and work	k of other	time to ers, ant	complete activit icipating future	ies. events	
	Exceptio Reliable		Sa	tisfacto	ory	out was	Exceptionally Unreliable		
	7	6	5	4	3 1	2	or lar namedal		
17.	Following specific outcomes	set p	rocedur	es or ro	outines :	in order	part of task. (Fo to obtain satisf	llowing actory	
	Never or Never De Set Proc	viates	From	Satis- factory			Practically Al Deviates From Set Procedures		
	7	6	5	4	3	2	1		
18.	Quality (Interru	or rate	of pe or dis	rformand turbance	e when wes of any	working working working.)	under distraction	ns. No. PAS	
	Performs Better Ti Average I Under Di	han Person	ion-	 Average	\$2013 		Performs Much Worse Than Average Person Under Distract		
	7	6	ż	4	3	2	1		
19.	Getting :	job inf	ormati	on by re	ading wr	itten ma	aterials. (Memos,	recipes,	etc.
	Exception	nally	S	atisfact	ory		Exceptionally Poor		
	7	6	5	4	3	2	1 (
20.	Accuracy arithmet		ting j	ob infor	mation t	hat is g	given in numbers	and doing	
	Exception Accurate		S	atisfact	ory		Exceptionally Inaccurate	Never Has to	
	7	6	5	4	3	2	1	x	

M MS S5 E3 or E4

- Constant

		ader with	a Carre	4-6	le due		Very Unreliable	
	Very Relia	ble	Sa	tisfact	ory		ALANGA TENERAL TENERAL	
	7 7 maz	6	5	4	. 3 .	2	1 vii smalts	
22.	Showing reto factors	that o	ility :	for mateult in	erial g waste,	oods, loss,	equipment, etc. or damage of equ	(Attention ipment or
	Very Relia	ble	Sa	tisfact	ory		Very Unreliable	
	estia estud	6	5	4	3	2	Magazine Sauve	
23.	Observing	safety	precau	tions o	n the j	ob		
	Very Relia	able	Sa	tisfact	ory		Very Unreliable	
	7	6	5	4	3	2	å 1 å	
24.	Obtaining or verbal	job ini instru	formati ctions.	on by a	ttendin	g to	spoken orders, re	quests
	Exception:		Sa	tisfact	ory		Exceptionally Inattentive	
	7	6	5	4	3	2	1 3633670 2	
25.	Estimating ment. (Su	g weigh pplies	t, numb on hand	er, vol , suffi	ume of ciency	object of st	ts without direct orage space, etc.	measure-
	Exception Accurate	ally	Sat	isfacto	ry		Exceptionally Inaccurate	Never Has to

Allangingsage ...

Highly Skilled		Sa	tisfact	ory .		at All	Never Has to
7	6	5	4.8	3	2	1 0	x x
OBTAINING	AND OF	SERVING	JOB RE	LEVANT	INFORMA	TION	
worked wi	th or m	odified rmation	. (Part	s, mate	rials, dified,	ials as they objects, etc worked on, oilage, etc.	or otherw
Exception Good	ally	Sa	tisfact	ory	Exc Poo	eptionally r	Never Has to
7	6	5	4	3	2	1	x
	dentify	ing spo	ilage,	one's judging		ance of food	
others; in fruits, volume Exceptions Good	dentify egetabl	ing spo es, etc	ilage,	judging	appear	ance of food eptionally	, freshne
fruits, v	dentify egetabl	ing spo es, etc	ilage, .)	judging	appear Exc	ance of food eptionally	, freshne
Exceptions Good 7 Being sens cen be destexture as Exceptions	dentify egetabl ally 6 sitive tected nd mois	ing spo es, etc Sa 5 to chang by touch ture of	ilage, .) tisfact 4 ges in hing.	judging ory 3 tempera (Tempera etc.)	Exc Poo 2 ture, mature,	eptionally 1 oisture, or texture of b	Never Has to X pressure read doug
Exceptions Good 7 Being sens cen be de texture as Exceptions Attentive	dentify egetabl ally 6 sitive tected nd mois	ing spo es, etc Sa 5 to chang by touch ture of	ilage, .) tisfact 4 ges in hing. meat, tisfact	judging ory 3 tempera (Tempera etc.)	Exc Poo 2 ture, m ature, Exc Ina	eptionally r l oisture, or texture of b eptionally ttentive	Never Has to X pressure read doug Never Has to
Exceptions Good 7 Being sens cen be des texture an Exceptions Attentive 7 Obtaining to smell in	dentify egetabl ally 6 sitive tected nd mois ally 6 job in in orde	ing spo es, etc Sa 5 to chang by touch ture of San 5	ilage, .) tisfact 4 ges in hing. meat, tisfact 4 on by sr	judging ory 3 tempera (Tempera etc.) ory 3 melling. is job;	Exc Poo 2 ture, mature, Exc Ina 2 (Odor:	eptionally 1 oisture, or texture of b eptionally ttentive 1 s which the s g foods, range	Never Has to X pressure read doug Never Has to X
Exceptions Good 7 Being sens cen be de texture as Exceptions Attentive 7 Obtaining	dentify egetabl ally 6 sitive tected nd mois ally 6 job in in orde	ing spo es, etc Sa 5 to chang by touch ture of San 5	ilage, .) tisfactor 4 ges in hing. meat, tisfactor 4 on by st	judging ory 3 tempera (Tempera etc.) ory 3 melling. is job;	Exc Poo 2 ture, mature, Exc Ina 2 (Odor:	eptionally 1 oisture, or texture of b eptionally ttentive 1 s which the s g foods, range	Never Has to X pressure read doug Never Has to X

M MS S5 E3 or E4

Obtaining job information by tasting (Bitter, sour, sweet, or salty 31. qualities, etc.) bears yed-work , stadued , Mood eves ; arodio rot Exceptionally Satisfactory Exceptionally Never Poor Has to Good 2 X 1 Estimating speed of processes or events. (On-going processes or a 32. series of events while they are taking place; for example, time required for vegetables to finish cooking, etc.) Exceptionally Satisfactory Exceptionally Never Has to Accurate The Again of the Accurate Inaccurate 7 V. 1 6 1 1 2 5

M MS S5 E3 or E5

of sall

Exceptionally Satisfactory Exceptionally Never

Deing sensitive to changes in temperature, consider, or presente that cen be dejected by touching. (Temperature, registe of bread dough,

tenders and moderate of meat, etc.)

M MS 85 E3 or E4

For the remainder of this questionnaire, select the number from the scale at the top of the page that best fits this person. Write the number in the box to the left of the item.

7	6 5 5 4 5 3 6 2 5 1	x	
☐ · 33.	Standing inspection. Towards the floor gathers [3]	47.	
34.	Coordinating work within division.		
☐ ; 35.	Cleaning serving tables/sideboards.		
☐ _; 36.	Setting up dining table for informal meal.		
37.	Preparing seating arrangements.		
38.	Participating in field days, sweeping and swabbing disposing of garbage and trash, etc.	decks,	
39,	Cleaning/sanitizing food preparation and serving liand equipment.	ne area	8
40.	Serving coffee/tea at meetings, conferences, etc.		
41.	Filling serving containers.		
42.	Clearing off tables.		
43.	Attending general drills author actuals a		
44.	Defrosting/cleaning/sanitizing freezers, refrigeratoreefers.	ors, or	Carried S.
45.	Serving cafeteria style lunch/dinner.		
46.	Arranging dining area/facility furniture.		
N MS S5 E3	or E4 9 01 13 30		

Average

Very Never Ineffective Has To

Very Effective

Very Effective		ray mil	Average		Ver	ry effective	Never Has To
77	6 1	5 g	4 t	3 A	2 8	1 8	x

47.	Cleaning/polishing bright work.		\Box
48.	Attending meetings, seminars, conferences, etc.		
49.	Preparing meat/seafood/poultry for cooking.		
50.	Preparing soups. maket not alder gainst an galars:	26.	
51.	Setting up or breaking down serving line.		
52.	Preparing place cards. and black of gottingfatting		
 53.	Making work and personnel assignments.	.91	
54.	Cleaning storage and receiving areas.		
55.	Roasting meat/seafood/poultry.		
56.	Ensuring work assigned to subordinates is completed.		口
57.	Preparing/cooking eggs.		
 58.	Preparing ingredients (measuring/reconstituting/mixi	ng, e	tc.)
59.	Assigning work priorities.	,EA	
60.	Determining if food is sufficiently cooked.	46	

N MS S5 E3 or E4

10 0

The state of the s

Never Very Very Effective Ineffective Has To Average 7 5 3 X . 61. Preparing gravies and sauces. Disposing of unusable subsistence supplies. 62. Processing meats and poultry (thaw/bone/roll/cut/tie). 63. Keeping vegetables/fruits at a simmer. 64. Operating electrically controlled food preparation equipment. 65. Using/complying with recipe cards. 66. Preparing dried/dehydrated foods. 67. Cleaning/refilling deep fat fryer. 68. Loading/unloading ovens. 69. Frying or grilling meat/seafood/poultry. 70. Roasting, barbecuing, or oven-frying meat/seafood/poultry. 71. Simmering or sauteing meat/seafood/poultry. 72. Deep fat frying meat/seafood/poultry. 73. Preparing/cooking cereal. 11 N MS S5 E3 or E4

APPENDIX A-2

Performance Evaluation Report

MAYPERS 792 (Re G105-402-3001	v. 6-65)								70	
hout plant, first,	, Diddle)	-		SCAVICE	40	MATE ADD.	PRESENT SH	IP OR STATION		
1. For each trai If performance 2. Compare his w 2. If the major i	e was not obser	ved, check the he some rate.	Not Observe	performance. d" box.	. 4. Pic	ing this report t he did in the k the phrase wh right box under	"Comments" s	the man in e	uch trait	
	NAL PERFORM									
NOT OBSERVED	Excremely e	flective and Borks well on	Highly effe	Nameds only	Effective	and reliable.	Adequate,		Inedeq	nce. Noods K supervisies
	*		1.			T	T		*	*
2. MILITARY	BEHAVIOR: 1	low well he	accepts sut	hority and o	on forms-to	standarda o	f military	behavior.		
NOT DESERVED	Always acts est tradition	in the high-	Willingly f	ollows com-	Conforms t			nys commands tions. Occa-		s and floats
	*		1. 7	1					*	*
3. LEADERSHII	P AND SUPER	VISORY AB	ILITY: His	shility to pl	an and assig	n work to other	rs and effecti	wely direct :	heir octiv	ities.
OPSERVED		st out of his				results from		s adequate	1	pervisof.
	*	1							*	*
4. MILITARY	APPEARANCE:	His milit	ary appears	nce and nea	tness in pe	rson and dre	28.	·		
NOT OBSERVED		Wear's Naval great pride.		and correct	Conforms to	o Nevy stand- pearance.	Pasanhle. careless in	Sometimes appearance.	No cred Service	is to the No.
	*					1			*	*
S. ADAPTABILE	TY: How wal	l he gets a	long and wo	rks with oth	hers.	-	<u> </u>	L		
NOT OBSERVED	7	exceptionally	Gets along with others.	ery well Contrib-		pmete. Helps	Gets along with others		A misfi	
📙	*	1				T			*	*
DESCRIPTION O)					
L EVALUATION OF the English I		(E-5 and ab	ove include	corment an	ability in	self exores	eion and co	mand, eral	ly and in	oriting,
		•								
	ST BE JUSTIF	IED BY COMME	INTS IN AGDI	TION TO THO	SE IN ITEM	7 ABOVE		• • •		- (
, THESE ITEMS M										
. THESE ITEMS MI										
THISE ITEMS MI	inc				10. SATE	7111	SIGNATURE OF	REPORTING SUPE	A164	

:

APPENDIX B

Matrix of Worker-Oriented Items
By Job

WORKER-ORIENTED ITEMS

Commence

ENT ABE ABF ABH sion	АВГ АВН	АВН		A	Q ,	₩.	토 -	51	MS-52	MS-S5	×
Energy-powered precision Non-precision Handling devices Drawing	ו ו נ	-	-		- 2	- 2	0 m 4	-2	-8	-	
Measuring devices 3 2 Long-handle 4 3 2 Applicators	4 2 2 3 2	3 2	2				S.	m	w 4	2	
Activation 5 3 Fixed setting 6 4 Variable setting 7 Keyboard devices	5 7 8 8	iwa ∵	100 4		w 4	64€	ø	400			
Foot, non-continuous Man-moved mobile Powered mobile Operating equipment	8 4 6 5	80/8	8765		ĸ	۲.					
HAND/ARM MANIPULATIONS Adjusting equipment Manually modifying	ω					&	78		.	m	
Manually guiding Assemble/disassemble 9 5 Arranging/positioning Physical Handling	ĸ		6		978	6	e5 =	ω (w		90
Finger manipulation Hand/arm steadiness 10 10		10	01			2	12	5			
	; ;				6	=	13	=			
Balancing 13 6	9 61	. 9	=				4			4 rv	

WORKER-ORIENTED ITEMS (Continued)

ž.	MORK HABITS & PROCESSES	ABE	ABF	АВН	AO	E	토	22	MS-52	MS-S5	SK
	Maintaining work pace Maintaining cycled activities	7	1	22 25	2			12			4
	Time pressure	55		4;	=:	22	55	23	~	91	*1 .
	Interact with Petty Off & Off	22	, E	2 9	25	2 4	92	4 5		~ «	റ ഗ
	•	8	=	12	14	15	18	9	۵,	, o	,
	Instructing	19	12	8	15	16	19	17	=	10	æ
	Supervision-others	20	13	19	16	11	20	18	15	=	6
SW	Reliability	2	7	20	11	28	2	19	13	15	2
91	Initiative	22	15	12	28	19	22	20	14	13	=
I	Thoroughness	23	91	22	19	20	23	2	15	14	12
uo	Reasoning	24	11	23	20	2	24	22	16	15	13
ww	Planning/Scheduling	52	20	24	12	. 22	52	23	17	91	14
იე	Fixed procedure	97	19	25	22	23	36	24	8	17	15
	Distractions	27	20	56	23	24	27	52	19	18	16
	Remembering	30	23	53	92	27	30	28	22	12	19
	Responsibility for materiel	3	24	30	27	28	33	53	23	22	20
	Safety precautions	35	52	3	88	53	35	30	54	23	5
	Alert to condition	33	56	33	30	3		32			
	Estimating weight		27	34			34		52		
	Transcribing	34	28	3		32	;	33			23
	Compiling	32				33		34			
	Coding					34					24
	Giving signals	36				;					
	Understanding signals	37									
	Serving									8	

*Omitted from SK forms.

WORKER-ORIENTED ITEMS (Continued)

	ABE	ABF	ABH	AO	EM	H	IC	MS-S2	MS-S5	SK
V. OBTAINING & OBSERVING JOB- RELEVANT INFORMATION										
Pictures	38	5.9	36		35	35	35			52
Visual displays	39	30	38	31	36	2	36			56
Information-measuring devices						37		56		
Information-modified		31		32	37	38		27	22	
Observing/inspecti		32		33		39	37	82	82	
Spoken		33	32	53	30	33	31	52	24	22
וָבִי	28	7	27	24	52	58	92	20	19	1
	53	22	88	52	92	53	27	2	8	18
	41	34	33							
Sounds	42	32	\$		38		38			
Temperature	43	36			39	\$	39	53	53	
Smelling		37			4			30	30	
Tasting								33	3	
Far vision	44	38	4							
Color	45	39	42	34	4	4	4			
Vigilant-changing	46	40	43	35			45			
Vigilant-infrequent	47	4	44	36	45		43	35		
Depth			45	37						
Moving objects			46							
Speed of processes			47					33	32	
Speed-moving parts		45			43					

APPENDIX C

Cross Tabulation of the Sample Within Each Job by Pay Grade and Mental Category

Cross Tabulation of ABE by Pay Grade and Mental Category

		Pay Grade		Row
	<u>E3</u>	<u>E4</u>	<u>E5</u>	Total
Category 1	21	0	1	. 3
	66.72	0.0	:33.3	
	4.03	0.0	4.0	2.5
	1.74	0.0	0.8	
Category 2	10	15	11	36
	27.8	41.7	30.6	
	20.0	34.9	44.0	30.5
	8.5	12.7	9.3	
Category	20	12	4	36
High 3	55.6	33.3	11.1	
	40.0	27.9	16.0	30.5
	16.9	10.2	3.4	
Category	12	14	3	29
Low 3	41.4	48.3	10.3	
	24.0	32.6	12.0	24.6
	10.2	11.9	2.5	
Category 4	6	2	6	14
	42.9	14.3	42.9	
	12.0	4.7	24.0	11.9
	5.1	1.7	5.1	
Column	50	43	25	118
Total	42.4	36.4	21.2	100.0
Chi S	quare = 16.30	8 with 8 Degrees	of Freedom	
	ficance = 0.0		Coefficient :	: 0.348
Count			n Percent	
2Row Percent		Total	Percent	

Cross Tabulation of ABF by Pay Grade and Mental Category

		Pay Grade		Row
	<u>E3</u>	<u>E4</u>	<u>E5</u>	Total
Category 1	11	0	0	1
	100.0 ²	0.0	0.0	
	2.9 ³	0.0	0.0	1.3
	1.34	0.0	0.0	
Category 2	14	12	2	28
	50.0	42.9	7.1	
	40.0	36.4	18.2	35.4
	17.7	15.2	2.5	
Category	8	· 6	4	18
High 3	44.4	33.3	22.2	
	22.9	18.2	36.4	22.8
	10.1	7.6	5.1	
Category	10	11	4	25
Low 3	40.0	44.0	16.0	
	28.6	33.3	36.4	31.6
	12.7	13.9	5.1	
Category 4	2	4	1	7
	28.6	57.1	14.3	
	5.7	12.1	9.1	8.9
	2.5	5.1	1.3	
Column	35	33	-11	79
Total	44.3	41.8	13.9	100.0
Chi	Square = 4.59	l with 8 Degrees of	f Freedom	

Contingency Coefficient = 0.234 Significance = 0.800

³Column Percent Count ⁴Total Percent · 2Row Percent

Cross Tabulation of ABH by Pay Grade and Mental Category

		Pay Grade			
	<u>E3</u>	<u>E4</u> _	<u>E5</u>	Row Total	
	11		0	2	
Category 1	50.0 ²		0.0		
	3.03	50.0	0.0	2.6	
		3.4		2.0	
	1.34	1.3	0.0		
Category 2	6	4	1	11	
	54.5	36.4	9.1		
	18.2	13.8	6.7	14.3	
	7.8	5.2	1.3		
Category	8	9	4	21	
High 3	38.1	42.9	19.0		
	24.2	31.0	26.7	27.3	
	10.4	11.7	5.2		
Category	10	7	2	19	
Low 3	52.6	36.8	10.5		
	30.3	24.1	13.3	24.7	
	13.0	9.1	2.6		
Category 4	8	8	8	24	
	33.3	33.3	33.3		
	24.2	27.6	53.3	31.2	
	10.4	10.4	10.4		
Column	33	29	15	77	
Total	42.9	37.7	19.5	100.0	
Chi Sc	quare = 5.9	23 with 8 Degrees of			
	ficance = 0		y Coefficient	= 0.267	
Count			³ Column Percent		
² Row Percent ⁴ Total Percent					

Cross Tabulation of AO by Pay Grade and Mental Category

		Pay Grade		
	<u>E3</u>	<u>E4</u>	<u>E5</u>	Row Total
Category 1	1	1	. 0	2
	50.0	50.0	0.0	
	2.0	2.9	0.0	1.9
	0.9	0.9	0.0	
Category 2	13	9	10	32
	40.6	28.1	31.3	
	26.5	25.7	43.5	29.9
	12.1	8.4	9.3	
Category	11	. 18	5	29
High 3	37.9	44.8	17.2	
	22.4	37.1	21.7	27.1
	10.3	12.1	4.7	
Category	16	10	6	32
Low 3	50.0	31.3	18.8	
	32.7	28.6	26.1	29.9
	15.0	9.3	5.6	
Category 4	8	2	2	12
	66.7	16.7	16.7	
	16.3	5.7	8.7	11.2
	7.5	1.9	1.9	
Column	49	35	23	107
Total	45.8	32.7	21.5	100.0
Chi Sc	quare = 6.	839 with 8 Degrees o	f Freedom	
	ficance =		y Coefficient	= 0.245
Count				
² Row Percent	² Row Percent ⁴ Total Percent			

Cross Tabulation of EM by Pay Grade and Mental Category

		Pay Grade		
	<u>E3</u>	<u>E4</u> ·	<u>E5</u>	Row Total
Category 1	9	3	6	18
	50.0	16.7	33.3	
	15.8	4.7	12.2	10.6
	5.3	1.8	3.5	
Category 2	.19	, 25	31	75
	25.3	33.3	41.3	
	33.3	39.1	63.3	44.1
	11.2	14.7	18.2	
Category	15	17	8	40
High 3	37.5	42.5	20.0	
	26.8	26.6	16.3	23.5
	8.8	10.0	4.7	
Category	8	10	4	22
Low 3	36.4	45.5	18.2	
	14.0	15.6	8.2	12.9
	4.7	5.9	2.4	
Category 4	6	9	0	15
	40.0	60.0	0.0	
	10.5	14.1	0.0	8.8
	3.5	5.3	0.0	
Column .	57	64	49	170
Total	33.5	37.6	28.8	100.0

Chi Square = 18.927 with 8 Degrees of Freedom

Significance = 0.015

Contingency Coefficient = 0.317

1_{Count} 2_{Row Percent} ³Column Percent ⁴Total Percent

Cross Tabulation of HT by Pay Grade and Mental Category

		Pay Grade		
	<u>E3</u>	<u>E4</u> .	<u>E5</u>	Row Total
Category 1	2	1	0 .	3
	66.7	33.3	0.0	
	2.9	2.3	0.0	2.1
	1.4	0.7	0.0	
Category 2	20	12	12	44
	45.5	27.3	27.3	
	29.0	27.3	38.7	30.6
	13.9	8.3	8.3	
Category	25	13	8	46
High 3	54.3	28.3	17.4	
	36.2	29.5	25.8	31.9
	17.4	9.0	5.6	
Category	18	15	5	38
Low 3	47.4	39.5	13.2	
	26.1	34.1	16.1	26.4
	12.5	10.4	3.5	
Category 4	4	3	6	13
	30.8	23.1	46.2	
	5.8	6.8	19.4	9.0
	2.8	2.1	4.2	
Column	69	44	31	144
Total	47.9	30.6	21.5	100.0

Chi Square = 9.527 with 8 Degrees of Freedom

Significance = 0.300 Contingency Coefficient = 0.249

Count Count Column Percent Total Percent Total Percent

Cross Tabulation of IC by Pay Grade and Mental Category

		Pay Grade		
	<u>E3</u>	<u>E4</u>	<u>E5</u>	Row Total
Category 1	2	0	0	2
	100.0	0.0	0.0	
	7.7	0.0	0.0	2.8
	2.8	0.0	0.0	
Category 2	14	21	13	48
	29.2	43.8	27.1	
	53.8	65.6	92.9	66.7
	19.4	29.2	18.1	
Category	4	. 6	1	11
High 3	36.4	54.5	9.1	
	15.4	18.8	7.1	15.3
	5.6	8.3	1.4	
Category	6	4	0	10
Low 3	60.0	40.0	0.0	
	23.1	12.5	0.0	13.9
	8.3	5.6	0.0	
Category 4	0	1	0	1
	0.0	100.0	0.0	
	0.0	3.1	0.0	1.4
	0.0	1.4	0.0	
Column	26	32	14	72
Total	36.1	44.4	19.4	100.0

Chi Square = 11.304 with 8 Degrees of Freedom

Significance = 0.185 Contingency Coefficient = 0.368

Count Column Percent ATotal Percent

Cross Tabulation of MS-S2 by Pay Grade and Mental Category

		Pay Grade		
	<u>E3</u>	<u>E4</u>	<u>E5</u>	Row Total
Category 1	01	0	0	.0
Category 2	8	3	0	11
	72.72	27.3	0.0	
	25.0 ³	9.7	0.0	13.4
	9.84	3.7	0.0	
Category	9	. 6	1	16
High 3	56.3	37.5	6.3	
	28.1	19.4	5.3	19.5
	11.0	7.3	1.2	
Category	14	8	1	23
Low 3	60.9	34.8	4.3	2:.
	43.8	25.8	5.3	28.0
	17.1	9.8	1.2	
Category 4	1	. 14	17	32
	3.1	43.8	53.1	
	3.1	45.2	89.5	39.0
	1.2	17.1	20.7	
Column Total	32	31	. 19	82
	39.0	37.8	23.2	100.0
Chi S	quare = 38.91	1 with 8 Degrees	of Freedom	
Ciant	financa - 0 0	On Contingenc	v Coefficient :	0.567

Significance = 0.000 Contingency Coefficient = 0.567

Count Count Column Percent Total Percent Total Percent

Cross Tabulation of MS-S2 by Pay Grade and Mental Category

1;

		Pay Grade		
	<u>E3</u>	<u>E4</u> .	<u>E5</u>	Row Total
Category 1	01	0	0	0
Category 2	3	7	0	7
	42.9 ²	57.1	0.0	
	9.7 ³	19.0	0.0	8.0
	3.44	4.5	0.0	
Category High 3	12	6	1	19
	63.2	31.6	5.3	
	38.7	28.6	2.8	21.6
	13.6	6.8	1.1	
Category	12	2	1	15
Low 3	80.0	13.3	6.7	
	38.7	9.5	2.8	17.0
	13.6	2.3	1.1	
Category 4	4	9	34	47
	8.5	19.1	72.3	
	12.9	42.9	94.4	53.4
	4.5	10.2	38.6	
Column	31	21	36	88
Total	35.2	23.9	40.9	100.0

Chi Square = 51.654 with 6 Degrees of Freedom
Significance = 0.000 Contingency Coefficient - 0.608

1 Count 2 Row Percent 4 Total Percent

Cross Tabulation of SK by Pay Grade and Mental Category

		Pay Grade		
	<u>E3</u>	<u>E4</u>	<u>E5</u>	Row Total
Category 1	01	ó	0	0
Category 2	8_	3	2	13
	61.52	23.1	15.4	
	32.0 ³	15.0	22.2	24.1
	14.84	5.6	3.7	
Category	5.	4	0	9
High 3	55.6	44.4	0.0	
	20.0	20.0	0.0	16.7
	9.3	7.4	0.0	
Category	7	5	4	16
Low 3	43.8	31.3	25.0	
	28.0	. 25.0	44.4	29.6
	13.0	9.3	7.4	
Category 4	5	8	3	16
	31.3	50.0	18.8	
	20.0	40.0	33.3	29.6
	9.3	14.8	5.6	
Column	25	20	9	54
Total	46.3	37.0	16.7	100.0

Chi Square = 5.533 with 6 Degrees of Freedom

Significance - 0.478 Contingency Coefficient = 0.305

1 Count 3 Column Percent 2 Row Percent 4 Total Percent

APPENDIX D

Analyses of Variance: Four Mental Categories on Three Types of Rating Items for Pay Grades E3 - E5

Analyses of Variance: Four Mental Categories on Worker-Oriented Items for Pay Grades E3 - E5

Pay Grade E3					
Mental Category	<u>Mean</u>	Std	l. Dev.	<u>N</u>	
4	4.609	1.	096	44	
Low 3	4.437		168	112	
High 3	4.501		059	115	
1 & 2	4.557	1.016		133	
Within groups total	4.513	1.081		404	
Source	Sum of Squares	df.	Mean Square	F	Sig.
Between Groups	1.317	3	0.439	0.376	.0.770
Within Groups	467.083	400	1.168		
Pay Grade E4					
Mental Category	Mean	Std. Dev.		<u>N</u>	
4	4.991	1.115		57	
Low 3	4.917		050	84	
High 3	4.918	1.033		91	
1 & 2	5.085	1.	048	114	
Within groups total	4.985	1.056		346	
Source	Sum of Squares	df.	Mean Square	F	· Sig.
Between Groups	Groups 1.938		3 0.646		0.629
Within Groups	381.289	342	1.115		
Pay Grade E5					
Mental Category	Mean	Std. Dev.		<u>N</u>	
4	5.619	0.902		77	
Low 3	5.607	0.858		30	
High 3	5.422	0.777		36	
182	5.515	1.080		89	
Within groups					
total	5.547	0.953		232	
Source	Sum of Squares	df.	Mean Square	F	Sig.
Between Groups	1.148	3	0.383	0.422	0.738
Within Groups	206.914	728	0.908		

Analyses of Variance: Four Mental Categories on Job-Oriented Items for Pay Grades E3 - E5

Pay Grade E3						
Mental Category	<u>Mean</u>	Sto	1. Dev.	<u>N</u>		
4	4.847		1.038	33		
Low 3	4.831		1.073	776		
High 3	4.846		1.048	71		
1 & 2	4.652	1.021		67		
Within groups Total	4.789	1.047		247		
local	4.703	1:04/				
Source	Sum of Squares	df.	Mean Square	F	Sig.	
Between groups	1.737	3 0.579		0.528	0.664	
Within groups	266.594	243 1.097				
Pay Grade E4						
Mental Category	Mean	Std. Dev.		<u>N</u>		
4	5.160		1.143	45		
Low 3	5.086		1.066	56		
High 3	5.060		1.172	54		
1 & 2	5.291		0.927	52		
Within groups total	5.147	1.080		207		
				F	Sig.	
Source '	Sum of Squares	df.	Mean Square			
Between groups	1.722	3	0.568	0.487	0.691	
Within groups	236.665	203	1.166			
Pay Grade E5						
Mental Category	Mean	Std. Dev.		<u>N</u>		
4	5.853		0.764	70		
Low 3	5.736		0.826	21		
High 3	5.576		0.809	19		
1 & 2	5.628		1.116	27		
Within groups total	5.752		0.859	137		
Source	Sum of Squares	df.	Mean Square	F	Sig.	
Between groups	1.705	3	0.574	0.778	0.508	
Within groups	98.089	133	0.738			
		D-2				

Analyses of Variance: Four Mental Categories on PER for Pay Grades E3-E5*

Pay Grade E3						
Mental Category	Mean	Std.	Dev.	<u>N</u>		
4	7.602	1.	.592	43		
Low 3	7.437		. 466	110 113		
High 3	7.273		1.292			
1 & 2	7.495	1.	1.221			
Wiţhin groups total	7.427	1.355		397		
Source	Sum of Squares	df.	df. Mean Square		Sig.	
Between groups	4.641	3	1.547	0.842	0.471	
Within groups	721.745	393	1.837			
Pay Grade E4						
Mental Category	Mean	Std.	Std. Dev.			
4	8.042	1.	1.471			
Low 3	7.768		.367	82		
High 3	7.737		. 367	90		
1 & 2	7.727		.403	113		
Within groups total	7.790	1.	1.396			
Source	Sum of Squares	df.	df. Mean Square		Sig.	
Between groups	4.231	3	1.410	0.723	0.539	
Within groups	655.071	336	1.950			
Pay Grade E5						
Mental Category	Mean	Std. Dev.		<u>N</u>		
4	8.748	0.982		75		
Low 3	8.614	1.080		29		
High 3	8.406	0.810		34		
1 & 2	8.306		.233	88		
Within groups total	8.507	1.078		226		
Source	Sum of Squares	df.	Mean Square	F	Sig.	
Between groups	8.581	3	2.860	2.462	0.063	
Within groups	257.875	222	1.162			
*The analyses were performed on unadjusted (10-point scale) PER means.						

APPENDIX E

Number of Job-Oriented Items Showing Increase/Decrease in Percent "Never Has To" in Two Comparisons - E5 Items Only Number of Job-Oriented Items Showing Increase/Decrease in Percent "Never Has To" in Two Comparison - E5 items only

		From Category 1 & 2 To Category Low 3 & 4	From Category High 3 To Category Low 3 & 4	Cat.	N
ABE	+	8*	2		
	•	0** 4**		1:& 2 High 3	12
	-		11	High 3 Low 3 & 4	8
	NC]***	. 0		
ABF	+	6	7	1 & 2	2
	_	4	3	High 3	2 4 5
	NC	0	0 .	Low 3 & 4	5
ABH		3	. 8		
	+			1 & 2	1
	-	7	2	High 3 Low 3 & 4	10
	NC	0	0		
AO					
AU	+	6	7	1 & 2	10
	_	2	1	High 3 Low 3 & 4	5 8
	NC	0	0	Low 3 & 4	8
SK	+	4		1 & 2	2
	_	4		High 3	7
	NC	0	<u> -</u>	Low 3 & 4	′
MS-S2	+		15	1 & 2	_
	_		1	High 3	1
	NC	\ <u>_</u>	0	Low 3 & 4	18
MS-S5					
	+		7	1 & 2 High 3 Low 3 & 4	-
	-		0	Low 3 & 4	35
	NC		0		

^{*}Number of items showing increase in percent "never has to".

**Number of items showing decrease in percent "never has to".

***Number of items showing no change in percent "never has to".

APPENDIX F

Job-Oriented Items Showing Difference of 5% or More "Never Has To" Between Both High (Cat. 1 & 2) and Low (Cat. Low 3 & 4) Categories and Medium (Cat. High 3) and Low (Cat. Low 3 & 4) Categories

Job-Oriented Items Showing Difference of 5% or More "Never Has To" (NHT) Between Both High (Cat. 1 & 2) and Low (Cat. 3 & 4) Categories and Medium (Cat. High 3) and Low (Cat. Low 3 & 4) Categories

ABE Increase in NHT

Inspecting spaces for safety, cleanliness, etc. Stowing/breaking out parts/equipment. Rigging the barricade. Painting safety markings on flight deck.

Decrease in NHT

Participating in field days, sweep downs, etc. Ensuring safety lines are in place. Inspecting components of water brake cylinder. Breaking out bridles, T-bars, etc. Taking cylinder elongation readings.

ABF Increase in NHT

Checking sound powered phones for proper operation.

Determining up or down status of fueling equipment.

Fighting aircraft/fuel fires.

Inspecting fueling operations for safety violations.

Participating in working parties.

Troubleshooting fuel piping system for fuel flow problems.

Ordering tools, equipment, supplies.

Decrease in NHT

Inspecting spaces for safety, cleanliness, etc. Picking up/turning in tools, equipment, supplies. Stowing/breaking out parts/equipment. Conducting general safety inspections.

ABH Increase in NHT

Picking up/turning in tools, equipment, supplies. Painting safety markings on flight deck. Cleaning and painting flight deck.

ABH (Continued)

Decrease in NHT

Attaching/removing aircraft tiedowns or checking aircraft, etc. Directing aircraft using standard aircraft taxi signals. Performing as firefighting hose-team leader. Hooking tow bars to aircraft. Preparing/reviewing enlisted performance evaluations. Counseling personnel on military/personal matters.

AO Increase in NHT

Inventorying ordnance, tools, equipment, supplies.
Picking up/turning in tools, equipment, supplies.
Conducting general safety inspections of spaces/equipment.
Preparing ordnance/equipment for shipment.
Performing QA inspection on ordnance.
Filling out work requests/work orders.
Replacing "O" rings, gaskets, seals, etc.
Lubricating mechanical components.

Decrease in NHT

None

MS-S2 <u>Increase in NHT</u>

None

Decrease in NHT

Making personnel assignments.
Ensuring work assigned to subordinates is completed.
Assigning work priorities.
Preparing sauces and gravies.
Preparing dried/dehydrated foods.
Drawing food items for preparation
Maintaining logs (PDL, etc.)
Determining if food is sufficiently cooked.
Loading/unloading ovens.
Preparing/cooking cereal.
Preparing ingredients.
Setting up the serving line(s)
Cleaning/sanitizing food preparation areas.
Disposing of unusable subsistence supplies.

MS-S5 <u>Increase in NHT</u>

Coordinating work within division.

Participating in field days, sweeping and swabbing decks,
disposing of garbage and trask, etc.

Decrease in NHT

Clearing of f tables. Attending meetings, seminars, conferences, etc. Preparing meat/seafood/poultry for cooking. Preparing soups. Setting up or breaking down serving line. Making work and personnel assignments. Roasting meat/seafood/poultry. Ensuring work assigned to subordinates is completed. Preparing/cooking eggs.
Preparing ingredients (measuring/reconstituting/mixing, etc.). Assigning work priorities. Determining if food is sufficiently cooked. Preparing gravies and sauces. Disposing of unusable subsistence supplies. Processing meats and poultry (thaw/bone/roll/cut/tie). Keeping vegetables/fruits at a simmer. Coordinating with military activities for required maintenance. Determining number of people to be served. Monitoring training program. Preparing rice/pasta. Determining amount of food to be prepared for meals. Preparing pancakes/waffles/french toast. Reviewing manpower requirements.

SK Increase in NHT

None

Decrease in NHT

Issuing tools, parts, supplies, equipment.
Cross referencing part numbers using microfiche.
Assigning workloads
Preparing receipt for material received w/o invoice.
Stowing/breaking out tools, parts, supplies.
Performing wall to wall/bulkhead to bulkhead inventory.
Performing specific item (spot) inventory (one item).
Uncrating/unpacking equipment material received.
Verifying quantity of items received.
Preparing DcD single line req. for general support requirements.

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